

The Influence of Work Commitment and Career Development on Employee Work Effectiveness at TVRI South Sulawesi Station

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Abstract

The effectiveness of employees' work is one of the important factors in supporting the achievement of organizational goals, especially in public broadcasting institutions such as TVRI. The work effectiveness of employees can be influenced by various factors, including work commitment and career development. This study aims to analyze the influence of work commitments and career development on the work effectiveness of employees at TVRI South Sulawesi Station. This study uses a quantitative approach with a causal associative research design. The population in this study is all permanent employees of TVRI South Sulawesi Station. The sample was determined using the slovin formula so that as many as 130 respondents were obtained. Data collection was carried out through the distribution of questionnaires with a five-point Likert Scale. Data was analyzed using multiple linear regression with the help of IBM SPSS Statistics software version 27. The results of the study show that (1) work commitment has a positive and significant effect on the work effectiveness of employees at TVRI South Sulawesi Station, (2) career development has a positive and significant effect on the work effectiveness of employees at TVRI South Sulawesi Station, (3) work commitment and career development have a positive and significant effect on the work effectiveness of employees at TVRI South Sulawesi Station. The findings of this study show that the higher the work commitment and the better the career development provided, the work effectiveness of employees will increase. Therefore, increasing work commitment and providing sustainable career development opportunities need to be considered by TVRI South Sulawesi Station to support the achievement of organizational goals optimally.

Keywords: Work Commitment; Career Development; Employee Work Effectiveness

1. INTRODUCTION

The broadcasting industry faces challenges due to the development of digital technology, changes in media consumption patterns, and increasing public demands for information quality. These conditions require broadcasting organizations to have competent employees, have a high work commitment, and are supported by good career development. According to Ojokuku and Alabi (2025), employee involvement in media organizations is influenced by motivation and human resource management oriented towards career development. High employee involvement will have an impact on increasing work effectiveness in supporting organizational performance.

TVRI as a public broadcasting institution has an important role in providing information, education, and entertainment services to the public. TVRI South Sulawesi as part of the Central TVRI plays a role in disseminating information and strengthening local cultural identity through broadcast programs. Therefore, the effectiveness of employees' work is an important factor in supporting the quality of public services provided.

Work effectiveness describes the ability of employees to carry out tasks according to organizational standards, both in terms of quality, quantity, and timeliness. According to Andaraeni (2024), work effectiveness reflects the ability of employees to complete work quickly and accurately. Meanwhile, Damo et al. (2024) stated that work effectiveness can be improved through training, career development, and work motivation. In addition, work commitment is also an important factor in increasing employee work effectiveness. Tamsah et al. (2021) explained that work commitment is a form of employee loyalty and responsibility to the organization, while Resmanasari (2022) stated that work commitment has a significant effect on employee work effectiveness.

Career development is an organizational effort to improve employee competencies and career opportunities. According to Damo et al. (2024), career development carried out systematically can increase employee work effectiveness. In line with that, Andaraeni (2024) emphasized that career development is not only related to job promotion, but also to improving employees' skills and abilities in dealing with job demands.

Based on the results of observations at TVRI South Sulawesi, employee work effectiveness has fluctuated in the 2023–2025 period. In addition, most employees have a working period of less than five years, so they require targeted and sustainable career development. The results of the pre-research also show that there are still employees who feel that they have not gained clarity regarding promotion and career development opportunities. This condition shows that work commitment and career development are important factors in supporting employee work effectiveness.

Previous research has shown different results regarding the influence of work commitment and career development on work effectiveness. Dharmoko et al. (2021) found that work commitment and career development have a positive effect on employee performance. However, Ngatimun et al. (2021) stated that organizational commitment does not have a significant effect on performance, while Sari (2025) found that career development has no direct effect on employee performance. The difference in the results of the study shows that there is a research gap regarding the influence of work commitment and career development on employee work effectiveness, especially in public broadcasting institutions which are still rarely researched.

Based on this description, this study aims to analyze the influence of work commitment and career development on the work effectiveness of employees at TVRI South Sulawesi.

2. LITERATURE REVIEW

a. Work Effectiveness

According to Valentino and Adji (2023:377), work effectiveness is the ability of a person or a group of employees to achieve work goals efficiently and produce satisfactory outputs to achieve the goals desired by the parties involved. According to Hasibuan in Nababan (2022:20), the indicators to measure work effectiveness are:

1. Working Quantity

Quantity of work is the volume of work produced under normal conditions

2. Quality of Work

The quality of work shows the level of precision, neatness, and conformity of the work results with the predetermined work standards.

3. Time Utilization

Time utilization is related to the ability of employees to complete work on time and efficiently.

4. Job Satisfaction

Job satisfaction reflects employees' satisfaction with the work done so that it can affect morale and work results.

5. Improving the Quality of Human Resources

Improving the quality of human resources shows an increase in the ability, skills, and competence of employees in carrying out work.

b. Work Commitment

According to Rohimah (2020:8), work commitment is an employee's psychological bond in the form of a very strong desire to remain an employee of a company characterized by a willingness to exert all power and effort for the benefit of the company. According to Richard M. Steers in Nababan (2024:13), indicators of work commitment include:

1. Trust and support on high organizational values

Demonstrate the extent to which employees understand, trust, and support the organization's values and goals.

2. Willingness to make a real effort on behalf of the organization

Describe the willingness of employees to give their best effort in achieving organizational goals.

3. Passion to maintain organizational membership

Demonstrate the employee's desire to remain part of the organization for a long period of time.

4. Strong desire to remain a member

Reflects employees' loyalty and attachment to the workplace organization.

5. Willingness to do their best for the benefit of the organization

Showing the readiness of employees to prioritize the interests of the organization through maximum work contribution.

c. Career Development

According to Sisca Elizabet Irawan & Indriana Kristiawati (2024:13), Career development is a series of activities designed to help employees realize their potential and improve skills relevant to career advancement in the organization. According to Hasibuan in Jalaludin and Oktavianti (2024:12), career development indicators include:

1. Education

Education is a factor that supports the improvement of employees' abilities and opportunities in obtaining a better career path.

2. Training

Training is an organizational effort to improve the skills and competencies of employees to support career development.

3. Mutations

Mutation is the transfer of employees from one position to another equivalent position to improve work experience.

4. Promotion of Positions

Promotion is an increase in the position of an employee to a higher position accompanied by greater responsibility.

5. Tenure

The length of service indicates the length of the employee's experience in the organization which can be considered in career development.

3. RESEARCH METHOD

This study uses a quantitative approach with a causal associative method which aims to analyze the influence of work commitment (X1) and career development (X2) on the work effectiveness of employees (Y) at TVRI South Sulawesi. This study is explanatory research because it explains the causal relationship between variables through hypothesis testing with statistical analysis using SPSS version 27. The research was carried out at TVRI South Sulawesi Station located on Jl. Pajonga Dg. Ngalle No. 14, Mariso District, Makassar City, South Sulawesi and took place from November 2025 to January 2026. The research population is all permanent employees of TVRI South Sulawesi which totals 181 people. The sampling technique uses non-probability sampling through purposive sampling based on the criteria of permanent employees who are actively involved in the implementation of

tasks in the agency. The number of samples was determined using the Slovin formula with an error rate of 5%, so that 125 respondents were obtained. To anticipate questionnaires that do not return or are damaged, the number of questionnaires distributed is 130. The data used consists of primary data obtained through the dissemination of questionnaires and secondary data derived from relevant documents, archives, agency reports, and literature. Data collection techniques are carried out through observation, questionnaires with a Likert scale of 1–5, and documentation. The research instrument has gone through a validity test using Pearson Product Moment with the condition of $\text{Sig.} < 0.05$ and a reliability test using Cronbach's Alpha with a value of $\alpha > 0.70$, so that all instruments are declared valid and reliable. Data analysis was carried out using the help of SPSS with the following stages:

A. Descriptive Analysis

It is used to describe the characteristics of respondents and research variables based on mean, minimum, maximum, and standard deviation values.

B. Classic Assumption Test

- 1) Normality Test (Kolmogorov-Smirnov), normal data if $\text{Sig.} > 0.05$.
- 2) Multicollinearity test (VIF), multicollinearity does not occur if the Tolerance value is > 0.10 and $\text{VIF} < 10$.
- 3) Heteroscedasticity test (Glejser), heteroscedasticity does not occur if $\text{Sig.} > 0.05$.
- 4) Uji Linearitas (Test for Linearity), hubungan linear jika $\text{Sig. Deviation from Linearity} > 0,05$.

C. Multiple Linear Regression Analysis

It is used to determine the influence of work commitment (X1) and career development (X2) on the work effectiveness of employees (Y). The regression model used is:

$$Y = a + b_1X_1 + b_2X_2 + e$$

D. Uji Hypothesis

- 1) The t-test (partial) is used to determine the influence of each independent variable on the dependent variable.
- 2) The F (simultaneous) test is used to determine the influence of independent variables together on dependent variables.
- 3) The Determination Coefficient (R^2) test is used to determine the amount of contribution of independent variables to dependent variables.

4. RESULTS AND DISCUSSION

This research was conducted at TVRI South Sulawesi Station located on Jl. Pajonga Dg. Ngalle No. 14, Mariso District, Makassar City. Data collection was carried out from November 2025 to January 2026 through the distribution of questionnaires to 130 respondents who were permanent employees of TVRI South Sulawesi. The data obtained was then analyzed using the help of the SPSS version 27 program.

Research Results

Test Instruments

a. Validity Test

Table 1. Validity Test Results

Questions	R count	R table	Remarks
X1.1	0,714	0,172	Valid
X1.2	0,734	0,172	Valid
X1.3	0,760	0,172	Valid
X1.4	0,737	0,172	Valid
X1.5	0,758	0,172	Valid
X1.6	0,822	0,172	Valid
X1.7	0,763	0,172	Valid
X1.8	0,743	0,172	Valid
X1.9	0,761	0,172	Valid
X1.10	0,825	0,172	Valid
X2.1	0,721	0,172	Valid
X2.2	0,679	0,172	Valid
X2.3	0,813	0,172	Valid
X2.4	0,818	0,172	Valid
X2.5	0,699	0,172	Valid
X2.6	0,750	0,172	Valid
X2.7	0,813	0,172	Valid
X2.8	0,818	0,172	Valid
X2.9	0,699	0,172	Valid
X2.10	0,750	0,172	Valid
Y.1	0,742	0,172	Valid

Questions	R count	R table	Remarks
Y.2	0,750	0,172	Valid
Y.3	0,701	0,172	Valid
Y.4	0,775	0,172	Valid
Y.5	0,641	0,172	Valid
Y.6	0,709	0,172	Valid
Y.7	0,713	0,172	Valid
Y.8	0,780	0,172	Valid
Y.9	0,713	0,172	Valid
AND .10	0,780	0,172	Valid

Source: Researcher-processed data (2026)

Based on the results of the validity test, all statement items on the variables of work commitment, career development, and work effectiveness had a calculated r value greater than the r of the table (0.172). Thus, all statement items were declared valid and suitable for use as research instruments.

b. Reliability Test

Table 2. Reliability Test Results

Variabel	Cronbach's alpha	Criteria	Remarks
Work Commitment (X1)	0,920	>0,60	Reliabel
Career Development (X2)	0,917	>0,60	Reliabel
Employee Work Effectiveness (Y)	0,903	>0,60	Reliabel

Source: Researcher-processed data (2026)

The results of the reliability test showed that the work commitment variable obtained a Cronbach's Alpha value of 0.920, career development of 0.917, and work effectiveness of 0.903. All of these values were greater than 0.60 so that the research instrument was declared reliable and consistent.

Classic Assumption Test

a. Normality Test

Table 3. Kolmogorov-Smirnov test results

Remarks	Value
Number of Respondents (N)	130
Asymp. Sig. (2-tailed)	.200
Monte Carlo Sig. (2-tailed)	0,936

Source: Researcher-processed data (2026)

The results of the Kolmogorov-Smirnov test showed an Asymp value. Sig. (2-tailed) of $0.200 > 0.05$. This shows that the research data is normally distributed so that it meets the assumption of normality.

b. Multicollinearity Test

Table 4. Multicollinearity Test Results

Variabel	Tolerance	VIVID
Work Commitment (X1)	0,621	1,609
Career Development (X2)	0,621	1,609

Source: Researcher-processed data (2026)

The results of the multicollinearity test showed that the variables of work commitment and career development had a tolerance value of $0.621 > 0.10$ and a VIF value of $1.609 < 10$. Thus, the regression model did not experience symptoms of multicollinearity.

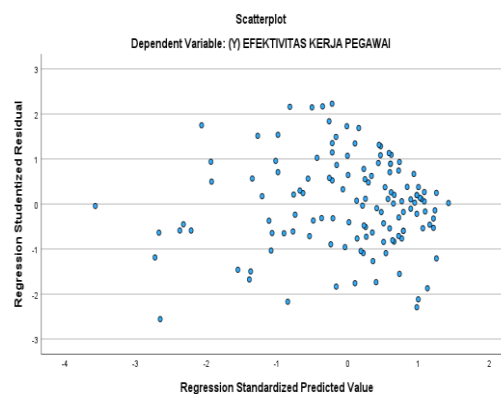
c. Heteroscedasticity Test

Table 5. Glejser Test Results

Variabel	Sig.	Remarks
Work Commitment (X1)	0,495	Heteroscedasticity does not occur
Career Development (X2)	0,117	Heteroscedasticity does not occur

Source: Researcher-processed data (2026)

Figure 4.1 Scatterplot Graph



Source: Researcher-processed data (2026)

The results of the Glejser test showed a significance value of the work commitment variable of 0.495 and career development of 0.117, of which both values > 0.05 . In addition, the scatterplot graph shows the random spread of points. Thus, the regression model does not experience heteroscedasticity.

d. Linearity Test

Table 4.6 Results of the Linearity Test

Variabel	Sig. Deviation from Linearity	Remarks
X1 against Y	0,053	Linear

Source: Researcher-processed data (2026)

Table 4.7 Results of the Linearity Test

Variabel	Sig. Deviation from Linearity	Remarks
X2 against Y	0,676	Linear

Source: Researcher-processed data (2026)

The results of the linearity test showed a Sig. Deviation from Linearity value of the variable of work commitment to work effectiveness was 0.053 and career development to work effectiveness was 0.676, where both values > 0.05. This shows that the relationship between variables is linear.

Multiple Linear Regression Analysis

Table 4.8 Multiple Linear Regression Analysis Results

Variabel	Coefficients Regression (B)	t count	Sig.
Constant	5,873	2,449	0,016
Work Commitment (X1)	0,337	5,109	0,000
Career Development (X2)	0,543	7,843	0,000

Source: Researcher-processed data (2026)

The results of multiple linear regression analysis yield the equation:

$$Y = 5.873 + 0.337X_1 + 0.543X_2 + e$$

The value of the work commitment regression coefficient of 0.337 and career development of 0.543 shows that the two independent variables have a positive effect on employee work effectiveness. This means that the higher the work commitment and the better the career development, the employee's work effectiveness will increase.

Hypothesis Testing

a. T test (Partial)

Table 4.1 Test Results t

Variabel	Sig.	t count	Remarks
Work Commitment (X1)	0,000	5,109	Signifikan
Career Development (X2)	0,000	7,843	Signifikan

Source: Researcher-processed data (2026)

The results of the t-test showed that the work commitment variable had a t-value of 5.109 with a significance of $0.000 < 0.05$. The career development variable had a t-value of 7.843 with a significance of $0.000 < 0.05$. Thus, work commitment and career development partially had a positive and significant effect on the work effectiveness of employees.

b. F test (Simultaneous)

Table 4.2 Test Results f

Models	F	Sig.	Remarks
Regression	110,193	.000	Signifikan

Source: Researcher-processed data (2026)

The results of the F test showed an F value of 110.193 with a significance of $0.000 < 0.05$. This shows that work commitment and career development simultaneously have a significant effect on employee work effectiveness.

Coefficient of Determination (R^2)

Table 4.3 Determination Coefficient Test Results

R Square	Adjusted R Square
0,634	0,629

Source: Researcher-processed data (2026)

The results of the determination coefficient test showed an R Square value of 0.634. This means that the variables of work commitment and career development were able to explain the effectiveness of employee work by 63.4%, while the remaining 36.6% were influenced by other variables outside the study.

Discussion

The Effect of Work Commitment on Employee Work Effectiveness

The results of the study show that work commitment has a positive and significant effect on the work effectiveness of TVRI employees at South Sulawesi Station. Based on descriptive analysis, work commitment is in the high category with an average score of 516, where the highest indicator is in trust and support for organizational values, while the lowest indicator is in the willingness to try their best for the benefit of the organization. This shows that employees have good loyalty and attachment to the organization, although there is still a need to improve the consistency of work contributions. This finding is in line with *organizational commitment theory* by Meyer and Allen (1991) and supported by research by Nababan (2022), Resmanasari (2022), and Andraeni (2024) which states that work commitment has a significant effect on employee work effectiveness.

The Influence of Career Development on Employee Work Effectiveness

The results of the study show that career development has a positive and significant effect on the work effectiveness of TVRI employees at the South Sulawesi Station. Based

on descriptive analysis, career development is in the high category with an average score of 517, with the highest indicators being in education and the lowest indicators in mutation and working period. This shows that education, training, and job promotion have supported the improvement of employee capabilities, although the implementation of mutation and the use of working period still need to be improved. These findings are in accordance with the *theory of work adjustment* (TWA) by Dawis and Lofquist (1984) and supported by research by Damo et al. (2024), Andraeni (2024), and Hosen et al. (2024) which states that career development has a significant effect on employee work effectiveness.

The Effect of Work Commitment and Career Development on Employee Work Effectiveness

The results of the study show that work commitment and career development simultaneously have a significant effect on the work effectiveness of TVRI employees at the South Sulawesi Station. Based on descriptive analysis, work effectiveness is in the high category with an average score of 529, where the highest indicator is found in job satisfaction and improving the quality of human resources, while the lowest indicator is found in the quantity of work. This shows that employees have been able to work effectively, although there are still obstacles in completing work on time. These findings are in line with the *organizational effectiveness theory* by Gibson et al. (1997) and supported by the research of Falinas et al. (2023), Dharmoko et al. (2021), and Dewi et al. (2022) which states that work commitment and career development together have a significant effect on employee work effectiveness.

5. CONCLUSION

Based on the results of research conducted on Television of the Republic of Indonesia (TVRI) South Sulawesi Station, it can be concluded that work commitment has a positive and significant effect on the effectiveness of employee work. This shows that the higher the employee's work commitment, the more the work effectiveness achieved. Work commitment that is reflected in loyalty, seriousness in work, and attachment to the organization is able to encourage employees to work more optimally. In addition, career development also has a positive and significant effect on employee work effectiveness. Good career development through training, position promotion, and competency improvement is proven to be able to improve the ability of employees to carry out tasks effectively. Simultaneously, work commitment and career development have a significant effect on the work effectiveness of TVRI employees at South Sulawesi Station. This shows that employee work effectiveness is influenced by a combination of high work commitment and good career development so that it can improve the quality of work implementation in the organization.

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