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The Influence of Career Development, Work Motivation and Organizational Commitment on Employee Performance in The Production Division of PT. Greenspan Packaging System Jakarta

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Abstract

his research aims to analyze the influence of career development, work motivation, and organizational commitment on the performance of Production Division employees PT. Greenspan Packaging Systems Jakarta. This research uses a quantitative approach, survey methods, and path analysis. The population is made up of employees of the Production Division of PT. Greenspan Packaging System Jakarta, totaling 84 people. With the saturated sampling technique, 84 respondents were obtained. The data were analyzed using Excel and SPSS 25.0. The research results show that: career development has a direct positive and significant effect on organizational commitment of 0.328; work motivation has a direct positive and significant effect on organizational commitment of 0.670; career development has a direct positive and significant effect on performance of 0.481; work motivation has a direct positive and significant effect on performance of 0.268; and organizational commitment has a direct positive and significant effect on the performance of employees of the Production Division of PT. Greenspan Packaging System Jakarta is 0.246.

INTRODUCTION

The role of human resources in organizations or companies is increasingly important in line with the development and dynamics of these organizations. Human resources are not only essential for scientific, developmental, and technological advancements, but also a key factor in facing the challenges of rapid technological development. The ability of human resources to compete and achieve company goals is vital. Human resources are the most important factor in a quality company, supporting its performance in today's global competition.

PT. Greenspan Packaging System is a manufacturing company that produces strapping bands made of Polyethylene Terephthalate (PET) which is used to replace steel. PT. Greenspan Packaging System is a supplier to various large industries in Indonesia, including the paper & film, lumber, can & bottle, and brick block industries. PT. Greenspan Packaging System has marketed strapping products including goods binding system machines for safe transportation to the international level.

However, in practice, the work performance of PT Greenspan Packaging System's production division employees is based on the employee performance assessment process with Key Performance Indicators (KPI). The results of employee performance assessments from annual observations show that the performance level has not reached the specified target.

The problem of not achieving performance targets from several employees of the production division of PT. Greenspan Packaging System Jakarta is due to the lack of quantity of work results, the quality of work results is not optimal, lack of efficiency in carrying out tasks, lack of discipline in work, lack of initiative, lack of accuracy and suboptimal leadership. Some of these problems are a phenomenon of employees of the production division of PT. Greenspan Packaging System Jakarta. This phenomenon is an indication of the failure to achieve performance targets.

The failure to achieve performance targets is one of the reasons for the company's career development efforts for employees in the production division of PT. Greenspan Packaging System Jakarta. This is indicated by inadequate educational backgrounds, lack of knowledge, lack of frequency of company-organized training, suboptimal skills, lack of work experience, lack of mastery of knowledge, and lack of skills. Employees in the production division of PT. Greenspan Packaging System Jakarta who lack opportunities for career development will have an impact on the performance of the company where they work.

Another problem related to the failure to achieve performance targets is the lack of work motivation of employees in the production division of PT. Greenspan Packaging System Jakarta. This is indicated by the lack of promotion based on performance, inability to determine their own performance targets, lack of recognition or rewards for good performance, lack of desire to achieve what is desired, lack of desire for promotion or career advancement within the organization, lack of desire to receive bonuses, lack of desire to comply with job descriptions, and lack of desire to adopt technology. If employees in the production division of PT. Greenspan Packaging System Jakarta lack work motivation in accordance with what the company expects, it will have an impact on the company's performance.

Another problem related to the failure to achieve the performance of employees in the production division of PT. Greenspan Packaging System Jakarta is employee loyalty or loyalty to their organization because they are less bound to the values and norms of the organization, less like the goals of the organization, not loyal to the organization, afraid of losing something if they leave the organization, afraid of losing good coworkers, lack of better social security, lack of an organization where they work better than other organizations and no experience of working in a

pleasant and happy organization. If the employees of the production division of PT. Greenspan Packaging System Jakarta lacks organizational commitment, which will impact the performance of the company where it works.

HYPOTHESES DEVELOPMENT

The Influence of Career Development (X1) on Organizational Commitment (X3)

Career development is a process and series of activities that involve preparing an employee to occupy a position in an organization or company in the future. Machine Translated by Google Organizational commitment is an employee's loyalty to the organization to remain a member of the organization, characterized by readiness and willingness to side with an organization towards organizational goals. If an employee receives career development, they will commit to remaining loyal to the company where they work. Greater attention from the personnel department to the career development of organizational members fosters higher loyalty and greater organizational commitment among employees (Siagian, 2015:68). This is supported by previous research, including research by Hidayat (2015), which concluded that career development has a positive and significant effect on employee organizational commitment.

1. The Influence of Work Motivation (X2) on Organizational Commitment (X3)

Work motivation is a conscious drive or effort that influences an employee's behavior with the aim of achieving a target or goal, whether it is an individual or organizational goal. Meanwhile, organizational commitment is an employee's loyalty to the organization to remain a member of the organization, characterized by readiness and willingness to side with an organization towards organizational goals. If an employee receives work motivation, they will commit to remaining loyal to the company where they work. In organizational life, including working life in business organizations, the aspect of work motivation absolutely receives serious attention from managers. From a healthy organizational climate and sufficient work experience, it will create its own motivation for employees because employees have high motivation (Darmawan, 2013:74). This is supported by previous research, including research by Manurung & Riani (2016), which concluded that work motivation has a positive and significant effect on employee organizational commitment.

2. The Influence of Career Development (X1) on Performance (Y)

Career development is a process and series of activities that involve preparing an employee to occupy a position in an organization or company in the future. Meanwhile, performance is the work results achieved by an employee in carrying out their duties assigned by the organization within a period of time for the organization's goals. If an employee receives career development, it will affect performance. Career development tools include skills, education and experience as well as behavioral modification and improvement techniques, which provide added value and enable someone to work better (Marwansyah, 2012: 224). This is supported by previous research, including research by

Syahputra & Tanjung (2020), which concluded that career development has a positive and significant effect on employee performance.

3. The Influence of Work Motivation (X2) on Performance (Y)

Work motivation is a conscious drive or effort that influences an employee's behavior with the aim of achieving a target or goal, whether it is an individual or organizational goal. Meanwhile, performance is the work results achieved by an employee in carrying out their duties assigned by the organization within a certain time period for the organization's goals. If an employee is motivated to work, it will affect performance. Basically, motivation can encourage employees to work hard so they can achieve their goals, thus improving employee performance and thus influencing the achievement of company goals (Rivai, 2011:838). This is supported by previous research, including research by Hasibuan & Silvya (2019), which concluded that work motivation has a positive and significant effect on employee performance.

4. The Influence of Organizational Commitment (X3) on Performance (Y)

Organizational commitment is an employee's loyalty to an organization to remain a member of the organization, characterized by readiness and willingness to side with an organization towards organizational goals. Meanwhile, performance is the work results achieved by an employee in carrying out their duties assigned by the organization within a period of time for organizational goals. If an employee is committed to remaining loyal to the company, it will affect performance. When employees are not committed to the organization, they will work indifferently and will not be able to produce high performance, which ultimately leads to them leaving the organization, either of their own accord or being dismissed by the company (Suryaman in Busro, 2018:71). This is supported by previous research, including research by Widodo (2020), which concluded that organizational commitment has a positive and significant effect on employee performance.

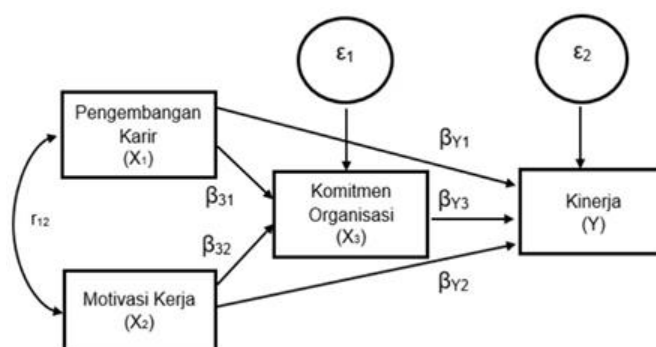


Figure 1
Framework

Research Hypothesis

1. There is a direct influence of career development on the organizational commitment of Division employees. Production of PT. Greenspan Packaging System Jakarta
2. There is a direct influence of work motivation on the organizational commitment of Division employees. Production of PT. Greenspan Packaging System Jakarta

3. There is a direct influence of career development on the performance of employees of the Production Division of PT. Greenspan Packaging Systems Jakarta
4. There is a direct influence of work motivation on the performance of employees of the Production Division of PT. Greenspan Packaging Systems Jakarta
5. There is a direct influence of organizational commitment on the performance of employees of the Production Division of PT. Greenspan Packaging Systems Jakarta

METHODOLOGY

The method used in this study is an associative quantitative method. This study uses an associative quantitative method. This method is called a quantitative method because the research data is in the form of numbers and statistical analysis (Sugiyono, 2018: 7). This research design uses a survey method, namely research that takes samples from the population and uses questionnaires as a data collection tool. To process the collected variable data, a data processing program using Statistical Product and Service Solutions (SPSS) software was used. In this study, a saturated sampling technique was used because the number of samples was less than 100 people, so all members of the population were used as samples, namely 84 employees of the Production Division of PT. Greenspan Packaging System Jakarta.

RESULT AND DISCUSSION

RESULT

Table 1
Normality Test

One-Sample Kolmogorov-Smirnov Test					
		Kinerja	Pengembangan Karir	Motivasi Kerja	Komitmen Organisasi
N		64	64	64	64
Normal Parameters ^{a,b}	Mean	95.89	99.63	98.47	105.09
	Std. Deviation	12.272	10.693	9.731	11.141
Most Extreme Differences	Absolute	.099	.102	.050	.052
	Positive	.051	.075	.050	.052
	Negative	-.099	-.102	-.048	-.048
Test Statistic		.099	.102	.050	.052
Asymp. Sig. (2-tailed)		.196 ^c	.098 ^c	.200 ^{c,d}	.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

- a. Normality Test of Performance Data (Y). .052 .052 .099 .051 -.099 .099 .196^c .102 .075 -.102 .102 .098^c .050 .050 -.048 .050 .200^{c,d}-.048 .052 .200^{c,d} Based on the results of the Kolmogorov Smirnov statistical calculations, the KS significance value was obtained as = 0.196 > from Sig. table = 0.05. Thus, it can be stated that the distribution of Performance errors (Y) comes from a normally distributed population.
- b. Linearity Test Normality Test of Career Development Data (X1). Based on the results of the Kolmogorov Smirnov statistical calculations, the significance value of KS was obtained = 0.098 > from Sig. table = 0.05. Thus, it can be stated that the distribution of Career Development errors (X1) comes from a normally distributed population.
- c. Normality test of work motivation data (X2). Based on the results of the Kolmogorov Smirnov statistical calculations, the significance value obtained Based on the results of the Kolmogorov Smirnov statistical calculations, the significance value obtained KS is = 0.200

> from Sig. table = 0.05. Thus, it can be stated that the error distribution of Work Motivation (X2) comes from a normally distributed population .

- d. Normality test of Organizational Commitment data (X3). Based on the results of the Kolmogorov Smirnov statistical calculations, the significance value of KS is = 0.200 > from Sig. table = 0.05. Thus, it can be stated that the distribution of Organizational Commitment errors (X3) comes from a normally distributed population .

Table 2

Linearity Test Results X1 and X2

ANOVA Table			Sum of Mean Squares	df	Square F	Sig.
Commitment Organization * Development Career	Between Groups	(Combined)	4457.60	31	43,794	1,369 ,191
		Linearity	241,808	1	241,808	2,302 ,139
		Deviation from Linearity	4215.79	30	140,527	1,338 ,210
	Within Groups		3361.83	32	105,057	
	Total		7819.43	63		

Table 3

Linearity Test Results for X1 and X3

ANOVA Table			Sum of Mean Squares	df	Square F	Sig.
Commitment Organization * Work motivation	Between Groups	(Combined)	3847.18	31	124,103	1,000 ,500
		Linearity	2,327	1	2,327	0,019 ,892
		Deviation from Linearity	3844.86	30	128,162	1,032 ,463
	Within Groups		3972.25	32	124,133	
	Total		7819.43	63		

After calculating and analyzing Organizational Commitment (X3) on Career Development (X1), the calculation results obtained a Deviation from linearity value of Sig. = 0.210 > $\alpha = 0.05$ for n = 64 with $\alpha = 0.05$, so the data is linear.

Table 4

Linearity Test Results for X1 and Y

ANOVA Table			Sum of Mean Squares	df	Square F	Sig.
Performance Development Career	Between Groups	(Combined)	114,852	31	114,852	0,620 ,907
		Linearity	402,816	1	402,816	2,175 ,150
		Deviation from Linearity	3157.58	30	105,253	0,568 ,938
	Within Groups		5927.83	32	185,245	
	Total		9488.23	63		

After calculating and analyzing the performance (Y) on Career Development (X1), the calculation results obtained a Deviation from linearity Sig. = 0.938 > $\alpha = 0.05$ for n = 64 with $\alpha = 0.05$, so the data is linear

Table 5

Linearity Test Results for X2 and Y

ANOVA Table			Sum of Mean Squares	df	Square F	Sig.
Performance Work motivation	Between Groups	(Combined)	3090.40	31	99,690	0,499 ,972
		Linearity	272,364	1	272,364	1,362 ,252
		Deviation from Linearity	2818,03	30	93,935	0,470 ,980
	Within Groups		6397.83	32	199,932	
	Total		9488.23	63		

After calculating and analyzing the Performance (Y) on Work Motivation (X2), the calculation results obtained a Deviation from linearity value of Sig. = 0.980 > $\bar{y}$ = 0.05 for n = 64 with $\bar{y}$ = 0.05, so the data is linear

Table 6
Linearity Test Results for X3 and Y

ANOVA Table			Sum of Squares	df	F	Sig.
Performance Commitment Organization	Between Groups	(Combined)	6242.90	35	178,369	1,539 .122
		Linearity	.876	1	.876	.008 .931
		Deviation from Linearity	6242.02	34	183,589	1,584 .108
	Within Groups		3245.33	28	115,905	
	Total		9488.23	63		

After calculating and analyzing the Performance (Y) on Organizational Commitment (X3), the calculation results obtained a Deviation from linearity value of Sig. = 0.108 > $\bar{y}$ = 0.05 for n = 64 with $\bar{y}$ = 0.05, so the data is linear

Homogeneity Test

Table 7
Results of Homogeneity Test X1 and X3

Test of Homogeneity of Variances		Levene Statistics	df1	df2	Sig.
X3_X1	Based on Mean	.782	1	62	.380
	Based on Median	.624	1	62	.432
	Based on Median and with adjusted df	.624	1	58,964	.433
	Based on trimmed mean	.728	1	62	.397

After calculating and analyzing the regression equation between Organizational Commitment (X3) and Career Development (X1), the calculation results obtained a Sig. value. Lavene test = 0.397 > 0.05, meaning the data is homogeneous

Table 8
Results of Homogeneity Test X2 and X3

Test of Homogeneity of Variances		Levene Statistics	df1	df2	Sig.
X3_X2	Based on Mean	.153	1	62	.697
	Based on Median	.222	1	62	.639
	Based on Median and with adjusted df	.222	1	61,981	.639
	Based on trimmed mean	.188	1	62	.666

After calculating and analyzing the regression equation between Organizational Commitment (X3) and Work Motivation (X2), the calculation results obtained a Sig. Lavene test value = 0.666 > 0.05, so the data is homogeneous.

Table 9
Results of the Homogeneity Test of X1 and Y

Test of Homogeneity of Variances		Levene Statistics	df1	df2	Sig.
Y_X1	Based on Mean	1.379	1	62	.245
	Based on Median	.998	1	62	.322
	Based on Median and with adjusted df	.998	1	58,016	.322
	Based on trimmed mean	1,287	1	62	.261

After calculating and analyzing the regression equation between Performance (Y) and Career Development (X1), the calculation results obtained a Sig. Lavene test value of $0.261 > 0.05$, so the data is homogeneous

Table 10

Results of the Homogeneity Test of X2 and Y					
Test of Homogeneity of Variances					
		Levene Statistics	df1	df2	Sig.
Y_X2	Based on Mean	.945	1	62	.335
	Based on Median	.975	1	62	.327
	Based on Median and with adjusted df	.975	1	60.291	.327
	Based on trimmed mean	.973	1	62	.328

After calculating and analyzing the regression equation between Performance (Y) and Work Motivation (X2), the calculation results obtained a Sig. Lavene test value = $0.328 > 0.05$, so the data is homogeneous

Table 11

Results of the Homogeneity Test of X3 and Y					
Test of Homogeneity of Variances					
		Levene Statistics	df1	df2	Sig.
Y_X3	Based on Mean	.101	1	62	.752
	Based on Median	.102	1	62	.750
	Based on Median and with adjusted df	.102	1	62,000	.750
	Based on trimmed mean	.103	1	62	.749

After calculating and analyzing the regression equation between Performance (Y) and Organizational Commitment (X3), the calculation results obtained a Sig. Lavene test value of $0.749 > 0.05$, meaning the data is homogeneous

Substructure Test 1

Table 12

Sub-Structural t-Test 1 The influence of variables X1 and X2 on X3					
Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1.172	.792		.144
	Career Development	.324	.075	.328	.000
	Motivation a.	.705	.080	.670	.000

Dependent Variable: Organizational Commitment

It is known that the significance of the two exogenous variables on the endogenous variable (Organizational Commitment) shows a significant path, because the t-value of the two exogenous variables (Career Development and Work Motivation) on the endogenous variable (Organizational Commitment) $> t\text{-table } 0.05, 64 (1.998)$

Table 13

Model Summary				
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.832a	.692	.682	2,976

a. Predictors: (Constant), , Work Motivation, Career Development

The coefficient of determination (R square) shows that the magnitude of the influence of the variables Career Development and Work Motivation on Organizational Commitment is 0.682. The remainder is caused by factors other than these two variables.

Meanwhile, the magnitude of the residual coefficient $\hat{y}_1 \hat{y}_2 = \hat{y}_1 \hat{y} 0.682 = \hat{y} 0.318 = 0.564$ represents the influence of other variables outside X1 and X2.

Thus the equation of substructure 1 is:

$$X_3 = \hat{y}_1 + \hat{y}_{31} X_1 + \hat{y}_{32} X_2$$

$$X_3 = 0.564 + 0.328 X_1 + 0.670 X_2$$

From the results of these calculations, the path diagram for Sub Structure 1 is as in Figure 2

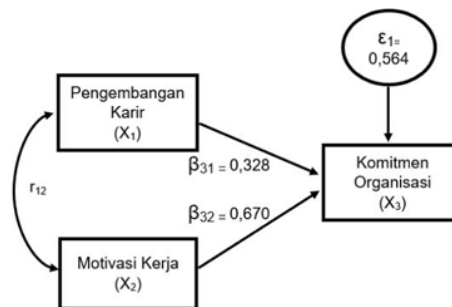


Figure 2

Causal Relationship Model in Substructure 1

Substructure Test 2

Table 14

Sub-Structural t-Test 2 The Effect of Variables X1, X2 and X3 on Y

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	6.292	8.438		.746
	Career Development	.545	.106	.481	.000
	Work Motivation	.350	.147	.268	.020
	Organizational Commitment	.318	.142	.246	.029

a. Dependent Variable: Performance

The results show that the three path coefficients of the exogenous variables on the endogenous variable (Performance) are significant because the t-value of the three exogenous variables (Career Development, Work Motivation, and Organizational Commitment) > t-table (0.05) = 1.998 for n = 64

Table 5

Model Summary				
Model Summary				
Model R Square	R Square	Adjusted R	Std. Error of the Estimate	
1 .869a	.756	.744	3.408	

a. Predictors: (Constant), Organizational Commitment, Career Development, Work Motivation

The Determination Coefficient (Adjusted R Square) is the percentage contribution of the three exogenous variables (Performance) of 0.744. This shows that the magnitude of the influence of the Performance value variable (Y) can be explained by Career Development, Work Motivation and Organizational Commitment is 0.744. While the magnitude of the residual coefficient $\hat{y}_2 = \hat{y}_1 - 0.744 = \hat{y}_0.256 = 0.506$ is the influence of other variables outside the three exogenous variables. Thus the equation of Sub Structure 2 is:

$$Y = 0.506 + 0.481 X_1 + 0.268 X_2 + 0.246 X_3$$

Meanwhile, the path diagram can be seen in Figure 3.

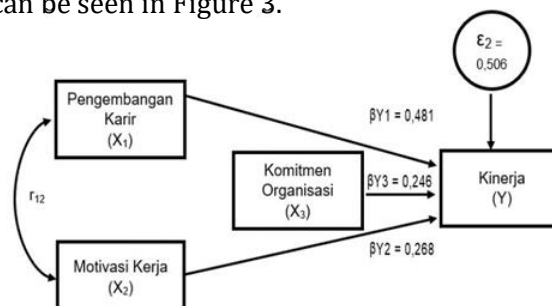


Figure 3

Causal Relationship Model of Variables X1, X2, and X3 Against Y

The results of the path coefficients in substructure 1 and substructure 2 are transformed into the following structural equation:

$$\begin{aligned} X_3 &= \hat{y}_1 + \hat{y}_{31} X_1 + \hat{y}_{32} X_2 \\ &= 0.564 + 0.328 X_1 + 0.670 X_2 \\ Y &= \hat{y}_2 + \hat{y}_{y1} X_1 + \hat{y}_{y2} X_2 + \hat{y}_{y3} X_3 \\ &= 0.506 + 0.481 X_1 + 0.268 X_2 + 0.246 X_3 \end{aligned}$$

Thus the path diagram of the relationship between variables in Figure

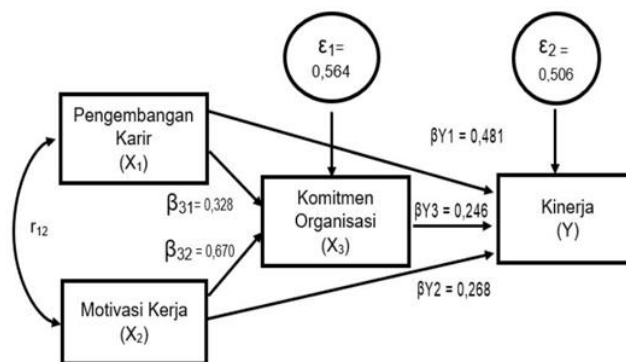


Figure 4
Causal Relationship of Variables X1, X2, and X3 to Y

DISCUSSION

1. Career Development (X1) influences Organizational Commitment (X3).

From the calculation results of the path coefficient value ($\hat{y}_{31}$) = 0.328 with t_{count} = 4.336 and at the real level $\hat{y}$ = 0.05, t_{table} (0.05) = 1.998 was obtained for n = 64, so the t_{count} value > t_{table} , thus rejecting H_0 , thus the path coefficient is significant. The results show that Career Development has a direct positive and significant effect on Organizational Commitment.

2. Work Motivation (X2) influences Organizational Commitment (X3)

From the calculation results of the path coefficient value ($\hat{y}_{32}$) = 0.670 with t_{count} = 8.847 and at the real level $\hat{y}$ = 0.05, t_{table} (0.05) = 1.998 is obtained for n = 64, so the t_{count} value > t_{table} , thus rejecting H_0 , thus the path coefficient is significant. The results show that Work Motivation has a direct positive and significant impact on Organizational Commitment.

3. Career Development (X1) influences Performance (Y)

From the calculation results of the path coefficient value ($\hat{y}_{y1}$) = 0.481 with t_{count} = 5.166 and at the real level $\hat{y}$ = 0.05, t_{table} (0.05) = 1.998 is obtained for n = 64, so the t_{count} value > t_{table} , thus rejecting H_0 , thus the path coefficient is significant. The results show that Career Development has a direct positive and significant impact on Performance.

4. Work motivation (X2) influences performance (Y)

From the calculation results of the path coefficient value ($\hat{y}_{y2}$) = 0.268 with t_{count} = 2.384 and at the real level $\hat{y}$ = 0.05, t_{table} (0.05) = 1.998 is obtained for n = 64, so the t_{count} value > t_{table} , thus rejecting H_0 , thus the path coefficient is significant. The results show that Work Motivation has a direct positive and significant impact on Performance.

5. Organizational Commitment (X3) influences Performance (Y)

From the calculation results of the path coefficient value (β_3) = 0.246 with $t_{count} = 2.234$ and at the real level $\alpha = 0.05$, $t_{table} (0.05) = 1.998$ is obtained for $n = 64$, so the t_{count} value $> t_{table}$, thus rejecting H_0 , thus the path coefficient is significant. The results show that Organizational Commitment has a direct positive and significant impact on Performance

5. Conclusions, Implication

1. Career development has a direct, positive, and significant effect on organizational commitment, amounting to 0.328. The level of organizational commitment is influenced by career development. Improving career development will increase the organizational commitment of employees in the Production Division of PT. Greenspan Packaging System Jakarta.
2. Work motivation has a direct, positive, and significant effect on organizational commitment, amounting to 0.670. The level of organizational commitment is influenced by work motivation. Improving work motivation can increase the organizational commitment of employees in the Production Division of PT. Greenspan Packaging System Jakarta.
3. Career development has a direct positive and significant effect on performance of 0.481. High or low performance is influenced by career development. Improving career development will improve the performance of employees in the Production Division of PT. Greenspan Packaging System Jakarta.
4. Work motivation has a direct, positive, and significant effect on performance, amounting to 0.268. High or low performance is influenced by work motivation. Improving work motivation will improve the performance of employees in the Production Division of PT. Greenspan Packaging System Jakarta.
5. Organizational commitment has a direct positive and significant effect on performance of 0.246. High or low performance is influenced by organizational commitment. Increasing organizational commitment will improve the performance of employees in the Production Division of PT. Greenspan Packaging Systems Jakarta

Implications

Based on the results of this study, there are several implications that can be provided for the development of employees in the Production Division of PT. Greenspan Packaging System Jakarta to improve their performance. Based on the research conclusions above, the improvement of career development, work motivation and organizational commitment will have implications for the increasing number of employees of the Production Division of PT. Greenspan Packaging System Jakarta understanding the importance of the company's main operational tasks, especially in supporting the achievement of the performance of PT. Greenspan Packaging System Jakarta. By understanding the improvement of career development, work motivation and organizational commitment for employees of the Production Division of PT. Greenspan Packaging System Jakarta, it will support the contribution to fulfilling the main tasks, roles, and functions in the production of strapping bands

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