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## Research Article

# AFFECT OF RECRUITMENT, CAREER DEVELOPMENT, AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE AT IT DIVISION OF PT BANK ABC TBK

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### ABSTRACT

This study aims to analyze and obtain empirical evidence related to the effect of recruitment and selection, career development, and organizational commitment on the employee performance in the IT Division of PT Bank ABC Tbk simultaneously. The research setting is at the Head Office of the IT Division of PT Bank ABC Tbk. Meanwhile, the research unit involved 689 employees in the Head Office of the IT Division of PT Bank ABC Tbk; thus, it took 87 respondents as the representative sample. The results of this study, for the first hypothesis up to the fourth hypothesis, simultaneously showed that recruitment and selection and career development have a positive and significant effect on employee performance through organizational commitment in the IT Division of PT Bank ABC Tbk partially or simultaneously. This research method applies descriptive and verification methods. This research was conducted to test the hypothesis by using a statistical test of Multiple Linear Regression Analysis. Instrument testing in this study includes validity test, reliability test, and classical assumption test using the assistance of IBM SPSS Statistics 21 program. The results of the study show that recruitment, career development and organizational commitment simultaneously have a positive and significant effect on employee performance with normality values for recruitment of 0.777, career development of 0.368, organizational commitment of 0.430, and employee performance of 0.108. In addition, the R Square values for X1, X2, and X3 variables can only be explained by Y as 0.69 or 69%.

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### INTRODUCTION

In this globalization era, Indonesia as a developing country will face a serious challenge. This happened because in this era developing countries faced directly with developed countries that had advantages in all aspects, such as human resources, capital and technology. The third aspect has a very important meaning, but more preferably is human resources.

According to Rayadi (2012), human resources are a very important element in a company. The human Resources is the only resource that can mobilize other resources. The future and sustainability of an organization can depend on knowledge, skills, competencies, and synergies between human resources as the driving force of the organization, also support by efficient and effective management of other resources in the organization. Thus, the human resource element is one of the key factors that must be maintained an organization or government agency that is always in line with the demands faced by an organization to answer every challenge. Their differences in individual characteristics of human resources,

differences in competencies, qualifications, skills and background in life are important parts of the assets to be managed.

The failure to manage human resources can cause interference in achieving the vision of the organization, such as performance, profit, or the survival of the organization. Managers should understand that success in improving the performance and productivity of the employee because the employee must involve not only a major force in bringing about change, but also more actively participate in planning these changes (Robbins and Judge, 2008). The success of an employee in work will be known if the company implements a performance appraisal system (Baroroh, 2012). Thus, the employee's performance must be measured so that the objective can be achieved with the maximum company.

In an effort to improve employee performance is required also fosters organizational commitment of employees, so that the work climate becomes more effective and professional. The organizational commitment is defined as the employee's desire

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to remain a member of the organization (Colquitt, 2013). In Colquitt's view, organizational commitment can influence employees to become members of an organization or look for other jobs (turnover). How far the organization's commitment to the organization's employees will determine the achievement of organizational goals. Employee organization commitment is important because employees have a strong commitment to the organization will provide the best performance and productive in carrying out the work (Priansa, 2014).

According to Meyer and Allen (in Luthans 2011) reflects the organization's commitment of three components: "Affective Commitment, Continuity Commitment, and Normative Commitment." Affective commitment is closely related to the emotional connection to the organization. Commitment of continuity occurs when a person's permanent employees working in a company for fear of losing if he came out. Normative commitment refers to the moral obligations that employees have to keep working in the company. This can happen because employees perceive that the company treated him well, so he felt he was in debt to continue working at the company. Therefore, it is important to have human resources that have quality performance and has a high organizational commitment.

Organizational commitment that grows within employees can be built by the company since the recruitment process and selection is done as well as career development program. The recruitment and selection process is an important aspect of the company to find new employees who are in accordance with the needs of the company so that the company can achieve the expected goals. Armstrong and Taylor (2014) states that recruitment is the process of finding and matching those needs and in accordance with the needs of the organization. Therefore, companies must always strive to obtain, place, and retain qualified candidates for each position and the position corresponding to their occupied. The recruitment process is an important aspect, both in small, medium and large companies. Snell and Bohlander (2013) argue, there are some people who are responsible for carrying out the recruitment process, for smaller companies usually recruitment conducted by an HR generalist, but for companies that do not have HR managers, then a general manager or supervisor can do the recruitment process themselves.

In addition to recruitment there is another aspect that has an influence in growing employee organizational commitment is career development, which is a formal approach by the organization to ensure that the people in the organization have the appropriate qualifications, skills and experience when needed (Kaseger, 2013). Clear planning and career development in the organization will be able to increase employee motivation in carrying out their work, thus creating a sense of satisfaction in performing his job (Nugroho and Kunartinah, 2012). With a better standard of living, employees will not be satisfied if they only have regular jobs and benefits. Employees want a career that expresses their interests, his personality, his ability and in line with the overall life situation. However, most of the management has failed to recognize this need and experiences that do not allow to develop a career employee, (Nzuve, 2007). Obwaya (2007) in research states that career development is an organized

planning method used to adjust employee goals with the business needs of an organization.

Based on the background above, the authors feels the need to conduct research related to the influence of recruitment and selection as well as career development and organizational commitment to employee performance. The research was carried out in the IT Division, PT. Bank ABC, Tbk. located in the Special Capital Region of Jakarta. The IT Division is one of the major divisions at PT. ABC Bank with 689 employees. The IT Division has the responsibility to assist companies in building applications and existing infrastructure at PT. Bank ABC, both at the Head Office or Branch Offices throughout Indonesia. This information makes the IT Division an object of research because generally HR problems arise in large organizations with more than 500 employees.

From the background of the problem, the results of interviews by the four respondents, and empirical data on employee performance appraisal, proper title of this research is "An Affect of Recruitment, Career Development, and also Organizational Commitment on Employee Performance in the IT Division of PT. Bank ABC, Tbk."

## **LITERATURE REVIEW**

### ***Human Resource Management***

The management consists of various types, include Financial Management, Strategic Management, Information Management, Human Resource Management and others. In this topic, the author will explain one type of Management, namely Human Resource Management.

Human resources in any organization either government or private, is a very important resource, in addition to various other resources. This is because humans are the main actors who will mobilize the seven resources. Therefore, in managing these resources, the human resources must be qualified. In other words, the various resources are abundant if not followed by HR competencies will be useless because it can not be managed and utilized properly (Sinambela, 2016).

Mathis and Jackson (2012) explain that Human Resource Management is the design of formal systems in an organization to ensure the use of human talents effectively and efficiently to achieve organizational goals. Human resources are involved with all strategic things, the external environment, internal business processes, effectiveness and other things by identifying how human resources can aid in improving organizational productivity, help to deal with foreign competition effectively, or increase innovation in the organization. Thus, a formal human resources contribute to the company's overall planning efforts, or simply by knowing about the problems facing the organization.

### ***Recruitment***

Recruitment according to Rivai and Sagala (2009) is the process of determining and attracting applicants who are able to work in a company. Meanwhile, according to Hasibuan (2011), recruitment is the process of withdrawal, selection, placement, orientation and induction to get employees effectively and efficiently help achieve the objectives of the company. The recruitment process is not only attract someone to work for that company, but also increase the possibility of

maintaining prospective employees will become employees after their work. In essence, recruitment is an effort made to obtain the human resources needed to fill certain vacant positions.

Hasibuan (2011) states that, recruitment is an effort to find and influence labor, to want to apply for available job vacancies in an organization. Recruitment is an important issue for companies in the procurement of labor. If a recruitment is successful in other words many applicants enter their application, then the chances of the company to get the best employees will be greater, because the company will have a lot of choice of the best of the applicants who are there.

### **Career Development**

Career development is very important for a company, because a career is a necessity that should grow within a workforce, so as to encourage the willingness to work. Career development must be done through growing the career needs of the workforce, creating conditions and opportunities for career development and making adjustments between the two.

Career development is also very helpful in analyzing the willingness of employees and their interest to grow more tailored to the needs of human resources in line with the growth and development of the company.

According to Bernardin and Russell (2013), an effective career development system must try to integrate a series of individual career planning and organizational career management activities involving employees, management and organizations. For example, companies whose career programs involve career assessment by employees where the function of a manager acts as a facilitator and organization as a supportive environment. From the opinions of experts it can be concluded that, Career development is a process of a series of activities to improve the ability of the employee's individual work planning for a career in the present and the future.

### **Organizational Commitment**

Organizational commitment according to Robbins and Judge (2008) is the level of someone's employee siding with an organization and its goals and the desire to maintain membership in the organization. Thus, the involvement of a very high worker means favoring certain work of an individual, while the high organizational means favoring organizations that recruit such individuals.

Steers (Robbins, 2003) divides organizational commitment variables into three categories, namely:

1. Characteristics of personnel from each member of the organization that includes age, education, gender, and the need for achievement.
2. Characteristics associated with work consisting of several variables such as the emphasis roles (conflict and role ambiguity).
3. Characteristics of tasks and work experience that includes variables such as the attitude of the leadership (initiative of organizations and consideration of the leaders) and organizational structure (formalization and participation in decision-making).

### **Employee performance**

Dessler (2015) argues, employee performance (work performance) is the actual performance of employees compared to the expected performance of employees. The expected performance is the achievement standards set as a reference so that it can see the performance of employees in accordance with its position compared to the standard is made. Moreover, it can also be seen from the employee's performance against other employees.

According to Wirawan (2009) employee performance is the result of a synergy of a number of factors, namely:

1. Internal Employee Factors, are internal factors of employees such as talent, personal nature, and physical condition, and psychology, knowledge, skills, work ethic, work experience, and work motivation.
2. Environmental factors internal to the organization as the organization's work climate, organizational strategy, support resources necessary to carry out the work, as well as management and compensation systems.
3. The external environmental factors such as the state organization, event, or situation in the external environment and culture.

Sinambela (2012) points out that, performance of employees is defined as an employee's ability to perform a certain skill. Performance of employees is necessary, because the performance will be known how far the ability of employees to carry out the tasks assigned to them. For this reason, it is necessary to determine clear and measurable criteria and set them together as a reference.

Based on several opinions about the performance (work performance) of employees can be concluded, the notion of performance as well as job performance contains substances work by a person's achievement. Thus the employee's performance is a reflection of the results achieved by a person or group of people within an organization or company. Individual performance with the performance of the institution or company performance has a close relationship. If the employee's performance is good, it is likely that the company's performance is good.

### **METHODOLOGY**

This research method uses descriptive and verification methods. By using the research method a significant relationship will be known Among the variables studied so as to produce conclusions that will clarify the picture of the object under study. According to Sugiyono quoted (Narimawati, 2010: 29) that: "Descriptive method is a method used to describe or analyze the results of research but not used to make broader conclusions". Descriptive methods are used to describe the formulation of problems one, two and three. The required data is data corresponding to the existing problems and in accordance with the purpose of research, so that the data will be collected, analyzed and processed further in accordance with the theories that have been studied, so the data will be concluded. According to Mashuri quoted (Narimawati, 2010) that: "Verification research is checking whether or not it is explained to test a method with or without repairs that have been carried out in other places by overcoming problems similar to life".

This research was conducted to test the hypothesis by using a statistical test tool, namely Path Analysis. The author also put more emphasis on objectivity and honesty are realized by explaining the purpose of the study to respondents. Moreover, the authors keep the identity of the respondent, so that the consequences of the results of this study do not affect the respondents who have provided information. The data and information used in this study come from a written questionnaire.

The population referred to in this study are the respondents who are related in this study, namely employees in the IT Division, PT. Bank ABC, Tbk. This research is about Recruitment and Selection, Career Development and Organizational Commitment to Employee Performance. In conducting this research, the author disseminates data by distributing questionnaires to the respondents of the company under study. Respondents were selected by the author are 689 permanent employees, outsourced and interns in the Division of IT, PT. Bank ABC, Tbk. The sample size in this study was obtained based on Slovin formula, from the total number of IT division employees as many as 689 employees obtained the required sample in this study were 87 respondents.

## RESULTS AND DISCUSSION

In terms of data analysis, this study uses multiple regression analysis. The hypotheses proposed in this study are as follows:

1. There is a positive and significant affect between recruitment, career development, and organizational commitment on employee performance.
2. There is a positive and significant affect between recruitment on employee performance.
3. There is a positive and significant affect between career development on employee performance
4. There is a positive and significant affect between organizational commitment on employee performance.

The results of multiple regression analysis are assisted by computer program of IBM SPSS Statistics 21.

**Table 1** Test Results for Multiple Regression Analysis

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.248	.688		1.813	.013
1 Recruitment	.186	.105	.176	1.428	.008
Development	.313	.163	.190	.443	.000
Commitment	.046	.105	.044	1.914	.029

The above table shows that it obtained the multiple regression equation as follows:

$$Y = 1.248 + 0.186X_1 + 0.313X_2 + 0.046X_3 + e$$

The above regression equation has the following meanings: Constants= 1.248. If the recruitment, career development, and organizational commitment variables are constant, then the value of employee performance at PT Bank ABC Tbk is 1.248. The recruitment coefficient of 0.186 means that if the recruitment variable increases by 1 point while the career development and organizational commitment variables are constant, then it will cause an increase in employee performance by 0.186. The positive regression coefficient

value shows that the effect of recruitment on employee performance has a positive effect. It means that every increase in recruitment by 1 point will be followed by an increase in employee performance of 0.186 in the constant 1.248.

The career development coefficient of 0.313 means that if the career development variable increases by 1 point while the recruitment and organizational commitment variables are constant, then it will cause an increase in employee performance by 0.313. Positive regression coefficient value indicates that the effect of career development on employee performance has a positive effect. It means that every increase in career development by 1 point will be followed by an increase in employee performance of 0.313 in the constant 1.248.

The organizational commitment coefficient of 0.046 means that if the organizational commitment variable has increased by 1 point while the recruitment and career development variables are constant, then it will cause an increase in employee performance by 0.046. Positive regression coefficient value indicates that the effect of organizational commitment on employee performance has a positive effect. It means that every increase in organizational commitment by 1 point, will be followed by an increase in employee performance of 0.046 in the constant 1.248.

**Table 2** Simultaneous Test (F Test)

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3.160	3	1.053	2.386	.047 <sup>b</sup>
Residual	42.382	96	.441		
Total	45.542	99			

F test or simultaneous test is used to determine the effect of the overall independent variable on the dependent variable. The results of the ANOVA test or F test in Table 2 show an F value of 2.386 with a significance probability value of 0.047 < 0.05. This study uses a regression model that is able to predict that recruitment, career development, and organizational commitment have effect on the employee performance at PT Bank ABC Tbk. Hypothesis 1 which states that “there is a positive and significant effect between recruitment, career development, and organizational commitment to the employee performance at PT Bank ABC Tbk” is accepted and other alternative hypotheses are rejected.

Partial hypothesis testing is intended to test the accuracy of the effect of each independent variable which consists of: recruitment, career development, and organizational commitment to the employee performance at PT Bank ABC Tbk. This partial test uses the t test with rules: Ha is accepted if p value < 0.05. The test results of the significance of individual parameters (Statistics Test) are seen from Table 1. The effect of recruitment on employee performance based on Coefficients shows the value of  $t_{\text{calculate}} = 1.428$  with a significance level of 0.008 < 0.05. It means that H0 is rejected, which means that it accepts H2 statement which states: “there is a positive and significant effect of recruitment on the employee performance at PT Bank ABC Tbk”.

The effect of career development based on Coefficients shows the value of  $t_{\text{calculate}} = 0.443$  with a significance level of 0.000 < 0.05. It means that H0 is rejected, which means that it accepts

the H3 statement which states: “there is a positive and significant effect on career development on the employee performance at PT Bank ABC Tbk”.

The effect of organizational commitment based on Coefficients shows the value of  $t_{\text{calculate}} = 1.914$  with a significance level of  $0.029 < 0.05$ . It means that H0 is rejected, which means that it accepts the H4 statement which states: “there is a positive and significant affect of organizational commitment on the employee performance at PT Bank ABC Tbk”.

**Simultaneous Determination Coefficient (R<sup>2</sup>)**

The coefficient of determination is basically used to measure to what extent the ability of the regression model to explain the variation of independent variables. The coefficient of determination is between zero and one. Adjusted R square value that approaches one means that the independent variables provide almost all the information needed to predict variations in the dependent variable. The results of processing using the IBM SPSS Statistics 21 program help are as follows:

**Table 3 Model Summary**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.263 <sup>a</sup>	.69	.040	.66444	2.190

The amount of the effect between recruitment, career development, and organizational commitment to the employee performance at PT Bank ABC Tbk can be known simultaneously from Adjusted R Square. Based on the above calculations, recruitment, career development, and organizational commitment affect performance by 4% and the rest (100% - 4% = 96%) explained by other variables outside the regression model in this study.

**Partial Determination Coefficient (R<sup>2</sup>)**

The partial determination coefficient (R<sup>2</sup>) is used to find out how much the contribution given by each independent variable to the dependent variable or the ability of the independent variable in explaining the dependent variable. The results of the calculation of the partial determination coefficient (R<sup>2</sup>) can be seen in the following Coefficients table:

**Table 4 Partial Determination Coefficient (R<sup>2</sup>)**

Coefficients <sup>a</sup>					
Model	Correlations			Collinearity Statistics	
	Zero-order	Partial	Part	Tolerance	VIF
(Constant)					
1 Recruitment	.261	.224	.196	.937	1.067
Development	.153	.233	.205	.978	1.022
Commitment	.448	.431	.408	.954	1.048

Based on the results of the analysis in the above table, the amount of the contribution given by the recruitment on the employee performance at PT Bank ABC Tbk obtains a partial value for the recruitment variable that has been squared at 5.01%. Contribution given by career development to the employee performance at PT Bank ABC Tbk office in the table obtain a partial value for the career development variable that has been squared at 5.43%. The amount of the contribution given by the organizational commitment to the employee

performance at PT Bank ABC Tbk obtained a partial value for the variable organizational commitment that has been squared at 18.6%.

Based on the above regression equation, the variable organizational commitment provides the greatest contribution to the employee performance at PT Bank ABC Tbk in a partial amount of 0.046, which means that this variable has a positive and significant effect on the employee performance at PT Bank ABC Tbk. Organizational commitment in banks, in this case PT Bank ABC Tbk, plays a role in supporting employee performance to realize engagement between workers and companies where employees are required to work without feeling compulsive and to love their jobs. This can be achieved with the support of companies that hold various togetherness activities between team members or positive activities that can foster company engagement with employees.

Each work team in the IT Division has implemented organizational commitment well as evidenced by the assessment of other work teams or based on surveys conducted on third parties who assess how attachments or cooperation in each work team. Therefore, the IT Division at PT Bank ABC Tbk can maintain and foster a strong sense of attachment between employees and the company. Strong attachments can have many positive effects; for instance, increased cooperation and significant work ethic. Organizational commitment has a high effect on employee performance in banking, where they are tasked with providing quality services to internal and external customers.

Supposedly, the right organizational commitment can make employees not have a sense of compulsion and always do the best for the company. The most important thing is to support the goals of the organization. The results of the partial test or t-test have the highest  $t_{\text{calculate}}$  value which is 1.914 with a significance of  $0.029 < 0.05$  which means that the hypothesis: “there is an effect of organizational commitment partially on employee performance” is accepted. It indicates that employees at PT Bank ABC Tbk have a high commitment to understand clearly and have a strong sense of attachment between employees and the company which they carry out their duties appropriately.

The results of the descriptive analysis also show that the organizational commitment variable has the greatest effect. These results are contributions from 3 indicators of organizational commitment variables which consist of indicators of affective commitment, continuation commitment, and normative commitment. Indicator of affective commitment, based on the results of descriptive analysis, are included in the “very clear” category of 82%. It is evident from companies that have provided what employees need such as insurance to loans for the purchase of a home or motor vehicle. The continuation commitment indicator, based on the results of the descriptive analysis, shows that the indicator is included in the “very clear” category of 84%. It is evident from the aspect of benefits that will be lost if the employee does not do a good job or leave the company. Then, the latter is an indicator of normative commitment in which the results of the descriptive analysis show that the indicator is included in the “clear” category of 81%. It is evident from the existence of social aspects that are maintained by employees and disciplinary aspects and consistency in work.

However, from the three indicators of organizational commitment, there is a weak item with the lowest score on the normative commitment indicator or in the 21st statement with a score of 126 which says "I will leave the company if this company no longer benefits me. The item has the lowest score because each employee has the same reason; i.e. if the company no longer provides benefits, employees will leave the company. In addition, existing organizational commitment is flexible because not all employees have the same attachments to work and company. Similarly, it happened to employees who do not want to participate in activities with the aim of togetherness held by companies or other positive activities. Therefore, to make employees have the same attachments and want to contribute to the work and company to the fullest, employees need to be explained so that miscommunication between employees and the company does not occur. In addition, it requires the openness of the company to its employees.

The recruitment coefficient value of 0.186 means that the organizational commitment variable has a positive and significant effect on variable Y or the performance of employees at PT Bank ABC Tbk. Recruitment is one of the factors that determine employee performance in a private or public organization. The successful implementation of a job in an organization is very dependent on the process of hiring employees which includes the search for applicants to determine the appropriate targets in recruitment. Employee recruitment can be seen from the level of education and knowledge and work skills. The average education level of employees is good, starting from bachelor's degree and master's degree. In addition, the recruitment process has also been supported by the establishment of a work team in the IT Division as a form of representation from the HR Division. The IT team that helps HR is expected to improve the recruitment process in the IT Division. Based on the results of the partial hypothesis test, the  $t_{\text{calculate}}$  value for recruitment variable is 1.428 with a significance of  $0.008 < 0.05$ , which means the hypothesis "There is an effect of recruitment on the employee performance at PT Bank ABC Tbk" is accepted. It means that employees who go through a good and appropriate recruitment process will produce good performance. This is in line with the opinion of Robbins and Judge (2008) which states that individuals can have good performance if they know how to do it properly. In addition, one of the main factors that affect how individuals work is the individual's ability to do the job. Individual abilities in this case include intellectual abilities and physical abilities that employees must have so that they can produce good performance.

The results of the study showed that the employee recruitment process with an educational background is good. It comes along with the existence of a proper and appropriate recruitment process so that employees' abilities can be clearly seen where they understand the instructions given correctly verbally. Descriptive analysis also showed that recruitment variables have good results which are included in the category of "capable". These results are contributions from 3 recruitment variable indicators which include: (1) The basis of recruitment which shows that the indicator is in the capable category of 79%. This is evidenced by the average education level of at least bachelor's degree employees to support their

abilities. (2) Recruitment sources that indicate that the indicator is included in the "capable" category of 78%. This is evident from the determination of internal or external sources that are used in the recruitment process such as conducting promotions or work rotations or conducting outsourcing from outside the company. The last is (3) recruitment method which shows that the indicator is included in the category of "capable" of 75%. This is evident from the determination of the method used in the recruitment process carried out by the company as a method that uses social media and knowledge event sharing in the process of recruiting employees who have the capabilities expected by the company.

Career development variables have a coefficient of 0.313 which means that career development variables have a positive and significant effect on variable Y or employee performance at PT Bank ABC Tbk. However, this career development variable has the smallest contribution of other variables because there is seniority in the banking sector which results in a career development process that is difficult to carry them out fairly. Nevertheless, career development still has a positive and significant effect on employee performance. Fulfillment of career development that supports will certainly support optimal performance for employees. Conversely, not fulfilling a supportive career development will hinder the achievement of optimal work results and reduce employee motivation at work. If seen from the results of the partial hypothesis test, the value of  $t$  calculation for career development variables is 0.443 with a significance of  $0.000 < 0.05$  which means the hypothesis "There is an effect of career development on the employee performance at PT Bank ABC Tbk" is accepted. It means that employees who have participated in career development programs will produce good performance.

Descriptive analysis results show that career development is included in the category of "less supportive". This value is a contribution of 2 career development variable indicators which include: (1) Individual career development, based on the results of descriptive analysis, shows that the indicator is included in the "supportive" category of 64%. This is evidenced by the work performance and work period that function quite well and the availability of opportunities to grow and mentors who can help employees to develop their careers to a higher level. (2) Career development, based on the results of descriptive analysis, organizationally indicates that the indicator is included in the category of "less supportive" of 62%. This is evident from the lack of effectiveness in the work environment, feedback to employees and management support.

This is in accordance with Wirawan's opinion (2009) regarding the factors that affect employee performance which are internal employee factors, which consist of knowledge factors, work ethic skills, work experience, work motivation and organizational internal environmental factors such as organizational strategy, resource support, needed to carry out work, as well as management and compensation systems. In addition, it is also in accordance with Mathis and Jackson's opinion (2012) who states that the three main factors that affect how individuals work are individual ability factors to do the work, the level of effort they devote, organizational support such as training and development, equipment and technology or facilities, and management performance standards; in this case, the principle of work procedures and coworkers.

Based on the above results of the discussion of the research, the researchers found and concluded that there were some indications of weakness. First, in the recruitment variable on the educational background aspects that the employees have, there are many employees who apply as fresh graduates or bachelors and have not attended training or knowledge about the world of work to support their work skills. Then, in the indicators of career development, there is a lack of management support and the nature of openness in career development planning for employees; therefore, it creates inconvenience to employees during the work. Then, on the organizational commitment to the sustainability commitment indicator for the employee aspect, they chose to stay to work for the company because they needed the benefit or salary that the company provided.

## CONCLUSION

The three variables, namely recruitment and selection, career development had a positive influence on employee performance. However, the organizational commitment variable has indicators that must be corrected, such as:

1. Characteristics of personnel from each member of the organization which includes age, education, gender, and the need for achievement.
2. Characteristics related to work which consist of several variables such as role suppression (conflict and role ambiguity).
3. Characteristics of tasks and work experience which includes variables such as leadership attitudes (organizational initiatives and leadership considerations) and organizational structure (formalization and participation in decision making).

From the results of this research, PT. Bank ABC must maintain a good and positive recruitment and selection process, and can continue to carry out career development for each employee so that employees are able to increase their potential, and PT. Bank ABC must improve organizational commitment that already exists today or may be able to change it to create a conducive organizational environment, after creating a conducive organizational environment then PT. Bank ABC can run a better organizational commitment.

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