

Career Development and Work Motivation Towards Organizational Commitment and Employee Performance

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Abstract

Purpose: This study aims to examine the effect of career development and work motivation on organizational commitment and employee performance at the Procurement of the Goods/Services Administration Bureau of the Regional Secretariat of Central Java Province.

Methodology/Approach: This study employed a quantitative approach with a causal research design. The population consisted of 90 APBJ employees, using a saturated sampling technique. Data were collected through questionnaires using Google Forms and analyzed with Partial Least Squares (PLS) using SmartPLS software.

Results/Findings: The findings indicate that career development and work motivation have a positive and significant impact on organizational commitment and employee performance. Additionally, organizational commitment mediates the relationship between career development and work motivation and employee performance.

Conclusions: This study concludes that both career development and work motivation play crucial roles in enhancing employee performance, primarily by strengthening organizational commitment.

Limitations: This study is limited to APBJ Setda Central Java employees in 2024 and focuses only on career development and work motivation as independent variables, organizational commitment as an intervening variable, and employee performance as the dependent variable.

Contributions: This study provides practical insights for APBJ leaders to enhance employee performance through effective career development programs and motivation strategies while strengthening organizational commitment. Theoretically, it enriches the human resource management literature in the context of public sector organizations.

Keywords: *Career Development, Employee Performance, Organizational Commitment, PLS, Work Motivation*

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1. Introduction

Amid increasingly competitive conditions in the world of work, organizational leaders must continuously strive to improve employee performance. Employee performance is crucial for an organization. A leader must pay attention to employee performance to understand the dynamics and productivity of the organization. Employee performance can be measured through work evaluations that include work quality, initiative, and assessment of target achievement. The work environment, work motivation, and leadership are factors that can influence employee performance.

[Dahlan and Said \(2022\)](#) state that employee performance refers to an individual's achievement in completing the responsibilities assigned to them. The quality of employee performance within an

organization determines the success of the organization's goals. Individual performance is influenced by factors such as ability, motivation, and working conditions. According to [Hermawan, Wulandari, Buana, and Sanjaya \(2021\)](#), employee performance is a person's actual behavior demonstrated through the achievement of work results that align with the company's objectives. Employees' abilities can be developed through education, training, and work experience and tend to be relatively stable ([Putri & Frianto, 2019](#)). Good or poor employee performance can have a significant impact on an organization's productivity; therefore, it is an important aspect that must be continuously monitored and evaluated by leaders to maintain the characteristics of Human Resources (HR) within the organization. The abilities and knowledge possessed by employees can help create a more conducive performance environment.

An employee can optimally perform their job if they are highly motivated while carrying out tasks within a company. Therefore, it is the responsibility of leaders to foster such motivation within the organizational environment. According to [Yolinza and Marlius \(2023\)](#), good performance quality in employees is often supported by the training they receive, which enables them to perform tasks creatively and innovatively. In addition, optimal performance in an organization is also influenced by the level of effort exerted by employees in fulfilling their responsibilities.

One factor that can encourage the improvement of employee performance is career development. If the implementation of this factor does not run properly, it will create problems that negatively impact employee performance. According to [Dahlan and Said \(2022\)](#), career development refers to preparing individuals to perform different tasks or take on greater responsibilities within the company. Career development programs can increase employees' knowledge and experience in their work. According to [Putri and Frianto \(2019\)](#), career development is defined as the process of improving an employee's position within a predetermined professional path, which aims to enhance performance.

The findings of [Yolinza and Marlius \(2023\)](#) in the study entitled "The Influence of Motivation and Career Development on Performance at *Perguruan Panca Budi Medan*" support this argument. The research findings indicate that career development has a positive and significant effect on performance, both partially and simultaneously. These findings suggest that career development aligned with employees' needs in their respective fields can improve performance; however, if it is not aligned with these needs, it tends to reduce performance.

According to [Adha, Qomariah, and Hafidzi \(2019\)](#), various basic individual needs, including physiological needs, safety, social needs, ego, and self-actualization, determine individual motivation in a theoretical context. These needs are arranged in a hierarchy, in which the fulfillment of lower-level needs becomes the top priority. Basic needs, such as food, drink, and shelter, fall under physiological needs. In addition, safety needs include protection and security. Ego needs relate to recognition and self-esteem, while social needs are associated with interpersonal relationships, such as friendship and affection. Ideal work motivation will encourage employees to perform their jobs better to achieve organizational goals.

Organizational commitment also plays a crucial role in improving employee performance, in addition to enhancing work motivation and career development. [Utarayana and Adnyani \(2020\)](#) state that organizational commitment refers to employees demonstrating and maintaining loyalty to the company. Because organizational commitment encourages employees to retain their positions and contribute in alignment with organizational goals, their behavior and attitudes are influenced by the strength of their commitment to the organization. Employees who are highly dedicated tend to demonstrate better work quality and strive wholeheartedly to complete their tasks.

Previous studies support these findings. [Fitriastuti \(2013\)](#) entitled "The Influence of Emotional Intelligence, Organizational Commitment, and Organizational Citizenship Behavior on Employee Performance," found that organizational commitment has a positive effect on employee performance. According to [Grinyov, Lyubinskiy, Danylenko, and Zhikhareva \(2014\)](#), organizational commitment is a form of employee identification with an agreement to achieve the mission of a unit or organization. Meanwhile, [Parera, Ateros, Rumawas, and Bisnis \(2021\)](#) state that organizational commitment is a

sense of belief that binds employees to the company where they work, reflected in loyalty, active engagement in work tasks, and identification with the company's goals and values.

The Strategic Plan of the APBJ Bureau of the Regional Secretariat of Central Java Province for 2018–2023 is a five-year planning document used as a guideline for preparing annual plans during that period. During the tenure of the elected Regional Head and Deputy Regional Head, this plan supports overall regional development and serves as a formal reference within the government system for the implementation of services within Regional Apparatus Organizations (OPD). Improving the efficiency and accountability of regional government management is the strategic objective of the APBJ Bureau. To achieve this objective, one main target has been established: enhancing the efficiency and accountability of regional government management. The performance of goods and service procurement services will be measured.

Table 1. Medium-Term Performance Plan

No	Objective	Performance Indicator	Annual Performance Target				
			2019	2020	2021	2022	2023
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Improving the Effectiveness and Accountability of Local Government Administration	Effectiveness of Goods and Services Procurement Services	60	63	65	67	70
2	Improving the Effectiveness and Accountability of Local Government Administration	Effectiveness of Goods and Services Procurement Services	60	30	65	67	70

According to the collected data, the Bureau of Goods/Services Procurement Administration of the Regional Secretariat of Central Java Province experienced a decline in performance targets from 63 to 30 in 2020. This decrease was caused by the refocusing policies and budget rationalization implemented in response to the impact of the COVID-19 pandemic. In addition, several previous studies have demonstrated research limitations. [Wardani and Sulaimiah \(2024\)](#) found that career development has a positive and significant effect on organizational commitment. However, these findings contradict the study by Sonia Eka Putri, who found that career development does not have a significant effect on employee performance. [Wardani and Sulaimiah \(2024\)](#) also reported similar findings, indicating no clear relationship between employee advancement and performance in the workplace. In contrast, organizational commitment has a positive and significant effect on employee performance ([Widayati, Magito, & Triana, 2020](#)).

2. Literature Review and Hypothesis/es Development

2.1 Employee Performance

According to [Dahlan and Said \(2022\)](#), employee performance can be defined as the achievement of work results carried out by individuals while fulfilling the responsibilities assigned to them. Employee performance represents work outcomes related to success and failure within an organization ([Fauziah, Faeni, & Fikri, 2024](#)). Meanwhile, [Putri and Frianto \(2019\)](#) state that factors influencing performance include internal motivation, individual ability, and environmental conditions. A person's ability can be acquired through education, training, and experience. Companies generally seek employees who already have experience to fill certain positions.

According to [Sembiring \(2020\)](#), there are several main indicators used to assess employee performance. First is work quality, which includes timeliness in task completion, technical skills, and work personality. Second is work quantity, which refers to an employee's ability to complete additional tasks assigned by supervisors effectively. Third is dependability, which reflects discipline in attendance,

leave management, and punctuality. Fourth is attitude, which describes an employee's social responsibility toward colleagues and supervisors, as well as their level of participation and cooperation in completing tasks collectively. Performance is an individual activity related to the organization's vision and mission ([Agustina & Hayati, 2023](#)). Good performance leads to better outcomes, including profitability and organizational sustainability ([Anjastari & Gorda, 2025](#)).

2.2 Career Development

Career development refers to the efforts made by companies to identify employees' talents, potential, and abilities so that they can be promoted to positions that are more suitable or higher than before. [Putri and Frianto \(2019\)](#) state that career development is a continuous effort carried out by employees to improve their performance, with the expectation of gaining recognition in the form of job promotion from the company. Career development functions as a company strategy to maintain workforce productivity while also preparing employees for their future careers in a more structured manner.

According to [Putri and Frianto \(2019\)](#), career development is a continuous process aimed at enhancing individual capacity, enabling employees to achieve desired career positions within the organizational structure. [Choiriyah and Indriyaningrum \(2022\)](#) state that career development is the process of improving an employee's performance capabilities to enhance their work achievements and reach their desired career goals. According to Siagian in [Dewi, Sapta, and Rihayana \(2022\)](#), indicators of career development include fair treatment in career advancement, concern from direct supervisors, availability of information regarding various promotion opportunities, interest in being promoted, and level of satisfaction.

2.3 Work Motivation

Motivation can be defined as an attitude and psychological state that generates energy, drives people to act, and directs behavior to fulfill needs, resulting in satisfaction or the reduction of imbalance. According to [Almada and Purnomo \(2021\)](#), motivation is a drive or force that moves a person. According to Lukman, motivation is an activity that causes, channels, and sustains human behavior ([Baranti, Anwar, & Qamaruddin, 2024](#)).

Additionally, describes motivation as a process that prompts individuals to act in order to achieve specific goals. Some experts argue that motivation stems from attitudes and values that drive individuals to strive toward a goal ([Erisusanto, Satriawan, & Khaddafi, 2025](#)). Motivation is crucial for organizations because it is expected to boost work morale and encourage employees to work harder, positively impacting productivity. This is particularly true when the work environment, especially leadership, supports employee performance. Basic human needs consist of self-actualization, ego, physiological needs, safety, social needs, and motivation, according to Dessler ([Adha et al., 2019](#)).

2.4 Organizational Commitment

According to [Utarayana and Adnyani \(2020\)](#), organizational commitment is a state in which employees demonstrate concern for and wish to remain part of the organization. Drawing on Allen and Meyer's views, organizational commitment is defined as the belief that binds an individual to the company in which they work. This is demonstrated by loyalty, active participation in work, and identification with the organization's goals and principles. Organizational commitment is an individual's strong desire to remain within the organization and strive to adhere to its rules. This commitment reflects employees' loyalty to their organization ([Nurhidayati, Kirana, & Kurniawan, 2022](#)). Furthermore, as explained by Kreitner and Kinicki, it involves the extent to which an individual identifies with their organization and the extent to which they are committed to achieving the organization's goals ([Widayati et al., 2020](#)).

2.5 The Impact of Career Development on Employee Performance

Career development, as defined by [Putri and Frianto \(2019\)](#), is an ongoing process aimed at enhancing employees' capabilities so that they can achieve their desired career goals within an organization. Both individuals and organizations derive significant benefits from career development, particularly companies, as it helps human resources contribute effectively. In particular, career development

programs can boost employee performance and productivity, reduce employee turnover, and create opportunities for promotion. Additionally, career planning helps employees prepare to take advantage of available career opportunities. Through the implementation of career development programs, employees' capabilities in terms of skills, knowledge, and experience can be optimally enhanced to support the fulfillment of their duties and responsibilities. Research by Shelvi Aprilia Suryadani cited in [Dahlan and Said \(2022\)](#) indicates that career development has a positive and significant impact on employee performance.

H₁: Career development has a positive and significant effect on employee performance at the APBJ Bureau of the Central Java Provincial Secretariat

2.6 The Effect of Work Motivation on Employee Performance

Motivation plays a crucial role in enhancing employee performance. Motivation can drive employees to perform at their highest potential. Implementing programs to boost employee motivation encourages employees to remain with the organization over time. Providing motivation helps employees experience a renewed sense of satisfaction or greater enthusiasm while working. Effective motivation makes employees happy and enthusiastic about their work, leading to significant organizational development ([Baranti et al., 2024](#)). Some experts argue that motivation consists of attitudes and values that drive an individual to strive toward a goal ([Erisusanto et al., 2025](#)). Motivation provides the energy to unleash all existing potential, fosters noble and high aspirations, and enhances teamwork ([Hutasoit, Satriawan, Khaddafi, & Friadi, 2025](#)). Every individual possesses the motivation to work; however, some demonstrate superior work motivation compared to others. Motivating employees can boost work enthusiasm and influence an individual's performance ([Nugraha, Hamid, & Qamaruddin, 2024](#)). Research conducted by [Nugraha et al. \(2024\)](#) indicates that work motivation has a significant relationship with employee performance.

H₂: Work Motivation has a positive and significant effect on the performance of employees at APBJ Bureau of the Provincial Secretariat of Central Java

2.7 The Effect of Career Development on Organizational Commitment

According to [Putri and Frianto \(2019\)](#), career development is viewed as a strategy implemented by a company to retain employees, enhance work productivity, and prepare them for future career advancement. Career development plays a crucial role in maintaining the smooth operation of a company, as it provides opportunities for employees to advance their careers. This, in turn, enables the company to effectively reduce employee turnover. In addition to playing a role in improving organizational productivity, career development also plays a crucial role for individual employees. Through career development, employees can better understand and explore their untapped potential, which ultimately leads to improved performance. Thus, when career development is implemented effectively, organizational commitment tends to increase. Previous research findings by [Choiriyah and Indriyaningrum \(2022\)](#) indicate that career development has a positive and significant impact on organizational commitment.

H₃: Career development has a positive and significant effect on organizational commitment at APBJ Bureau of the Central Java Provincial Secretariat

2.8 The Effect of Work Motivation on Organizational Commitment

[Sembiring \(2020\)](#) states that work motivation influences, directs, and sustains an individual's behavior in the workplace. Motivation is understood as a process that drives individuals to act in order to achieve predetermined goals. Providing motivation to employees is crucial because it is expected to inspire employees to work hard, thereby increasing productivity. The findings of this study align with previous research indicating that motivation serves as a tool and a factor influencing commitment to the organization. Highly motivated employees demonstrate strong commitment to the company. Motivation positively influences organizational commitment. This implies that the higher the work motivation, the higher the organizational commitment. Therefore, to enhance organizational commitment, it is crucial to carefully consider the work motivation provided by colleagues or supervisors.

H₄: Work motivation has a positive and significant effect on organizational commitment at the APBJ Bureau of the Central Java Provincial Secretariat

2.9 The Effect of Organizational Commitment on Employee Performance

According to [Dewi et al. \(2022\)](#), organizational commitment refers to employees' continued commitment to the company and their provision of support. Organizational commitment is the belief that binds employees to the company where they work. This is demonstrated through loyalty, participation in work, and identification with the organization's goals and principles ([Parera et al., 2021](#)). [Widayati et al. \(2020\)](#) found that organizational commitment has a positive and significant impact on employee performance; an increase in commitment improves employee performance, whereas a decrease in commitment reduces it.

H₃: Organizational commitment has a positive and significant effect on employee performance from the APBJ Bureau of the Central Java Provincial Secretariat

3. Methodology

3.1 Type of Research

This study employs a causal research design with a cause-and-effect relationship, involving independent and dependent variables. The positivist paradigm forms the foundation of the quantitative approach, which aims to investigate both the population and a predetermined sample. While data collection is conducted using standard research tools, data analysis is performed quantitatively or statistically to test the previously formulated hypotheses. In this study, the author employed a quantitative method. The study population consisted of all employees of the Procurement Administration Bureau (APBJ) of the Central Java Provincial Secretariat, located at Jl. Pahlawan No. 9 Mugassari, South Semarang, Central Java 50243, who will participate in this research.

3.2 Data Sources and Data Collection Methods

Primary Data: The author distributed questionnaires via Google Forms to obtain data directly from the source, namely, the staff of the APBJ Bureau of the Central Java Provincial Secretariat.

Secondary Data: Scientific journals, articles, and books are sources obtained by the author indirectly from their original sources. Data Collection Methods

a. Questionnaire (Google Form)

A questionnaire is a method of data collection that involves eliciting relevant information or responses from respondents through a series of written questions or statements (Sugiyono, 2014). Data were collected via a survey method, which used written questions to gather information from respondents regarding the actions and efforts they had taken. This study used a closed-ended questionnaire, which allowed respondents to select only one of the available options. The questions in the survey were rated on a Likert scale, which ranged from 1 to 5. This Likert scale was used to assess the opinions, attitudes, and perceptions of individuals and groups regarding a social phenomenon.

b. Documentation Data

The data sources for this study included journal articles from previous studies and literature cited in several books written to support this research.

3.3 Population and Sample

This study's population comprised all 90 employees of the Goods and Services Procurement Administration Bureau of the Central Java Provincial Secretariat. A saturated sample was used for sampling in this study. The author used a saturated sample as the sampling technique because of the small population size. The saturated sampling technique is a method in which all employees of the Goods and Services Procurement Administration Bureau (APBJ) of the Central Java Provincial Secretariat served as the sample for this study. Therefore, the sample used in this study comprised 90 employees.

3.4 Operational Definitions

- a. An independent variable, also known as a predictor variable, is a variable that influences or causes the dependent variable. Career development and work motivation are the independent variables

examined in this study; thus, they have the following indicators ([Agustina & Hayati, 2023](#); [Putri & Frianto, 2019](#)):

1. Level of clarity regarding the job hierarchy
 2. Knowledge of the organization and improvement of work methods
 3. Alignment of work quality
 4. Level of organizational support for employee skill development
 5. Level of transparency in job promotions
 6. Opportunities for advancement or promotion
 7. Job security
 8. Full recognition for completing work
 9. A comfortable work environment
- b. The dependent variable, also known as the response variable, is a variable that is influenced by the independent variable or changes in it. Employee performance is the dependent variable in this study and has the following indicators:
1. Meets quality targets
 2. Able to complete the workload
 3. Accountability for work
 4. Able to complete tasks without making mistakes
- c. Intervening Variable. In this study, organizational commitment serves as an intervening variable that mediates the relationship between career development, work motivation, and employee performance, with the following indicators:
1. Feeling emotionally attached to the organization
 2. Feeling reluctant to leave the organization
 3. Remaining loyal despite other job offers

3.5 Data Analysis/ Methods

3.5.1 Variable Descriptions

This approach aims to simplify the data so that it can be understood more effectively. In general, descriptive statistics include the calculation of the mean, median, maximum, and minimum values, standard deviation, and the total number of respondents. Descriptive statistical analysis is a technique used to process and present quantitative data obtained from a research sample, with the aim of providing an overview of the characteristics of that data. However, in this study, the primary focus is on analyzing the mean, minimum, and maximum values of respondents' responses. This technique is used to identify the frequency distribution of each item within the variable using a Likert scale (1 to 5). The categories of average scores are analyzed based on the calculation formula as follows:

$$Score\ Range = \frac{Highest\ Score - Lowest\ Score}{Number\ of\ Categories} \quad (1)$$

$$= \frac{(5-1)}{5} = 0,8$$

The number of categories used to establish the assessment criteria was adjusted to the measurement scale employed in the study, namely, a five-point Likert scale, resulting in an interval of (5-1): 5 = 0.8 for each category. Therefore, the highest score that respondents can give is 5, and the lowest score is 1. Thus, these criteria were used to interpret the mean values of each indicator and variable in this study. The score values and categories are as follows

Table 2. Score values and categories

Likert Scale	1	2	3	4	5
Score	0,00-1,81	1,81-2,60	2,61-3,40	3,41-4,20	4,21-5,00
Category	Very low	Low	Moderate	High	Very high

3.6 Partial Least Squares (PLS) Approach

PLS is a variance- or component-based method within Structural Equation Modeling (SEM). Unlike traditional covariance-based SEM, PLS is more flexible and does not require strict assumptions about data distribution; hence, it is often referred to as soft modeling. The authors employed the Partial Least Squares (PLS) data analysis technique in this study. This approach is considered robust because it can address the limitations of the Ordinary Least Squares (OLS) regression method, such as the assumption of multivariate normality and issues of multicollinearity among exogenous variables. PLS has three path analysis models: (1) the inner model, which determines the relationships among latent variables (structural model); (2) the outer model, which determines the relationship between latent variables and their indicators or manifest variables (measurement model); and (3) the weight relation, through which the case values of latent variables can be estimated. Data analysis in this study was conducted using Smart PLS software processed on a computer.

3.7 Testing the Measurement Model (Outer Model)

Reliability testing assesses the level of consistency, precision, and accuracy of an instrument in measuring a variable. The measurement model (outer model) was used to evaluate the construct validity and reliability of the instrument in this study. Construct validity reflects the extent to which a measurement tool can measure a construct in accordance with its underlying theoretical definition. In this study, the evaluation of the outer model was conducted through three main types of testing: convergent validity, discriminant validity, and composite reliability. The following provides a further explanation of each of these testing methods.

3.7.1 convergent validity test

Convergent validity testing is a procedure for assessing the extent to which the indicators within a single construct accurately represent the latent variable being measured. Convergent validity is evaluated through standardized factor loadings, which are the correlation values between each indicator and the construct it represents. An indicator is considered valid if it has a factor loading above 0.70. Values between 0.50 and 0.70 are acceptable, whereas indicators with factor loadings below 0.50 should be eliminated from the model. The Average Variance Extracted (AVE) was used as an additional measure for assessing convergent validity. The AVE indicates the average variance successfully extracted by the construct from its indicators, calculated based on the loading factors obtained during the iterative process in the Partial Least Squares (PLS) algorithm ([Hair, Hult, Sarstedt, & Ringle, 2022](#)).

3.7.2 Discriminant Validity Test

Discriminant validity testing is used to determine whether the indicators of a particular construct are highly correlated with indicators from other constructs. The discriminant validity of the outer model in this study is a reflective model. This model shows causality from latent variables to indicators and is evaluated using cross-loading. Cross-loading is used as a measure to compare the correlations between indicators and other constructs. The cross-loading value of an indicator must be above 0.50. Latent constructs have a better ability to predict block indicators than other constructs. When the correlation between a latent construct and its measurement items is higher than that with others, it indicates that the latent construct has a better predictive ability for its indicator block.

One way to assess discriminant validity is to examine the square root value of the Average Variance Extracted (AVE) of each construct and compare it with the correlation values between constructs in the model. If the AVE value of a construct is greater than the correlation value between that construct and other constructs in the model, discriminant validity is achieved.

3.7.3 Composite Reliability Test

This test is used to assess the level of reliability of a construct based on its reflective indicators. In an analysis using the SmartPLS software, two commonly used approaches to measure reliability are namely, Cronbach's alpha and composite reliability ([Al-Mekhlafi, Othman, Kineber, Mousa, & Zamil, 2022](#)). However, in this study, reliability testing was conducted using the composite reliability value

because this method is considered more accurate in estimating the internal consistency of constructs than Cronbach's Alpha. A latent construct can be considered to have high reliability if the composite reliability value exceeds 0.60.

3.8 Structural Model Testing (Inner Model)

The use of the inner model, or what is commonly referred to as the structural model, explains the relationships between latent variables that are constructed based on the substantive theory underlying the research. The evaluation of the inner model is carried out in several stages, such as follows:

Meanwhile, the coefficient of determination (R-Square) functions to measure how large the predictive ability of the model is toward endogenous constructs. Stone-Geisser's Q-Square is used as a method to measure the predictive relevance of the model for endogenous constructs, and the t-statistic value is used to measure the strength of the relationships between constructs through the paths formed in the model. The bootstrapping method, a nonparametric method relevant for use in SmartPLS, is employed to conduct the final testing of the structural model. This method is used because SmartPLS does not require the assumption of a normal data distribution; therefore, parametric significance testing cannot be applied (Hair, Black, Babin, Anderson, & Tatham, 2014).

3.8.1 Coefficient of Determination Test

The criteria for interpreting R² values are as follows: 0.75 indicates a strong model, 0.50 indicates a moderate model, and 0.25 indicates a weak model. The R² value reflects the proportion of the total variance of the endogenous construct that can be explained by the exogenous constructs in the model. The coefficient of determination (R²) is used to measure how well the independent variables explain the variation in the dependent variable in a model.

3.8.2 Hypothesis Testing

The testing criteria at a significance level (alpha) of 5% indicate that a hypothesis can be accepted if the t-statistic value from bootstrapping exceeds 1.96. The alternative hypothesis (*H_a*) is accepted, and the null hypothesis (*H₀*) is rejected if the t-statistic value exceeds 1.96. The t-statistic value was used to measure the significance of the relationships between variables in this study. In addition, the probability value, also known as the P-value, can also be used to conduct hypothesis testing. In this case, *H_a* was accepted if the P-value < 0.05. Both methods were used to ensure the statistical significance of the relationships tested in the model.

4. Results and Discussion

4.1 Respondent Description

This section presents a general overview of the characteristics of the respondents who participated in the study. The respondent description includes various demographic aspects, such as gender, age range, length of employment, and highest level of education attained. These characteristics aim to provide context regarding the background of the respondents who contributed to completing the questionnaire. This demographic information is important for understanding the profile of the population targeted in the study and can provide an initial overview of the suitability between respondent characteristics and the research focus. In addition, this description is useful for supporting the external validity of the study and providing insights into the heterogeneity or homogeneity of the respondent group. The data obtained from the respondents were analyzed descriptively to identify general trends within each category. Although not used as a basis for hypothesis testing, this information provides a foundation for interpreting further analyses related to the variables examined in the study.

Tabel 3. Description of the respondents' gender

No	Gender	Total	Percentage (%)
1.	Male	61	67,8
2.	Female	29	32,2
	Total	90	100

As shown in Table 3, the gender of employees at the APBJ Bureau of the Regional Secretariat of Central Java is dominated by male respondents, totaling 61 respondents or 67.8%, while female respondents amounted to 29 respondents or 32.2%. This clearly indicates that the majority of respondents at the APBJ Bureau of the Regional Secretariat of Central Java are men.

Tabel 4. Age description of respondents

No	Age	Total	Presentage (%)
1.	< 30 year	13	14,5
2.	30-45 year	46	51,1
3.	45-60 year	31	34,4
	Total	90	100

As shown in Table 4, the age of the respondents at the APBJ Bureau of the Regional Secretariat of Central Java is dominated by those aged 30–45 years, totaling 46 respondents or 51.1%. Respondents aged <30 years amounted to 13 respondents (14.5 %), while the remaining respondents aged 45–60 years totaled 31 respondents (34.4 %). This clearly indicates that the majority of employees at the APBJ Bureau are aged 30–45 years.

Tabel 5. Description of respondents' length of service

No	Length of employment	Total	Presentage (%)
1.	< 1 year		
2.	1-2 year	1	1,1
3.	> 2 year	89	98,9
	Total	90	100

As shown in Table 5, the length of employment of respondents at the APBJ Bureau of the Regional Secretariat of Central Java is dominated by those who have worked for more than 2 years, totaling 89 respondents or 98.9%, while respondents who have worked for 1–2 years amount to 1 respondent or 1.1%. Most employees working at the APBJ Bureau have relatively long tenures, allowing them to better understand the work mechanisms and environment.

Tabel 6. Respondents' highest level of education

No	Highest Level of Education	Total	Presentage (%)
1.	Junior High School		
2.	Senior High School	1	1,1
3.	Bachelor's Degree	89	98,9
	Total	90	100

Based on Table 6 above, it shows that the highest level of education of respondents at the APBJ Bureau of the Regional Secretariat of Central Java is dominated by those with a bachelor's degree, totaling 89 respondents or 98.9%, while respondents with a high school education amount to 1 respondent or 1.1%. The educational level of employees at the APBJ Bureau of the Regional Secretariat of Central Java is considered very good, as it is dominated by employees with a bachelor's degree. A bachelor's degree is considered more competent in the respective field.

4.2 Analisis Statistik Deskriptif Variabel

In the descriptive statistical analysis, Standard Deviation (SD) is used to measure the level of dispersion or variability of data relative to the mean value. The smaller the standard deviation value, the more homogeneous or consistent the data are considered. Conversely, the larger the standard deviation value, the greater the variability or diversity of the data.

This category helps researchers understand the consistency of respondents' perceptions regarding the statements provided, as well as the distribution of responses in the questionnaire.

Tabel 7. Respondents' responses regarding career development variables

No.	Indicator	Mean	Standar deviation	Category
1.	Job level (X1.1)	4,53	0,68	Very high
2.	Knowledge of the company (X1.2)	4,20	0,74	High
3.	Work quality (X1.3)	4,32	0,77	Very high
4.	Employee skill development (X1.4)	4,56	0,68	Very high
5.	Job promotion (X1.5)	4,24	0,69	Very high

As shown in Table 7, the mean values of all indicators in the Career Development variable range from 4.20 to 4.56, indicating that respondents' assessments fall within high to very high levels. The highest mean value is found in the Employee Skill Development indicator (4.56), followed by Job Level (4.53), Work Quality (4.32), and Job Promotion (4.24), while the lowest value is Knowledge about the Company (4.20).

For all indicators, the standard deviation values fell in the range of 0.68–0.77, which is the moderate category, indicating that respondents' perceptions are relatively consistent and there are no significant differences among respondents regarding career development within the organization.

Tabel 8. Respondents' responses regarding the work motivation variable

No	Indicator	Mean	Standar Deviation	Category
1.	Promotion (X2.1)	4,50	0,69	Very high
2.	Workplace safety (X2.2)	4,28	0,73	Very high
3.	Full compensation (X2.3)	4,50	0,69	Very high
4.	Workplace comfort (X2.4)	4,53	0,70	Very high

The results in Table 8 show that respondents' work motivation is at a high level, with mean values ranging from 4.28 to 4.53. Comfort at work (M = 4.53) was the highest indicator, followed by job promotion (M = 4.50) and receiving full recognition (M = 4.50), while feeling safe at work was the lowest indicator (M = 4.28). All indicators had standard deviation values ranging from 0.69 to 0.73, which fall into the moderate category, indicating a fairly consistent level of perception among respondents regarding the factors that motivate them in the workplace.

Tabel 9. Respondents' responses regarding the organizational commitment variable

No.	Indicator	Mean	Standar Deviation	Category
1	Emotionally attached (Z1)	4,32	0,77	Very high
2	Reluctant to leave the company (Z2)	4,30	0,71	Very high
3	Loyal to the company (Z3)	4,52	0,64	Very high

As shown in Table 9, employees' organizational commitment is classified as high to very high, with mean values ranging from 4.30 to 4.52. Loyalty to the company had the highest value (4.52), whereas difficulty leaving the company had the lowest value (4.30). The standard deviation ranges from 0.64 to 0.77, which falls into the moderate category, indicating fairly consistent perceptions among respondents.

Tabel 10. Respondents' responses regarding employee performance variables

No.	Indicator	Mean	Standar Deviation	Category
1.	Quality Goals (Y ₁)	4,47	0,67	Very high
2.	Completing Tasks (Y ₂)	4,41	0,69	Very high
3.	Taking Responsibility for Work (Y ₃)	4,31	0,73	Very high
4.	Avoiding Mistakes (Y ₄)	4,43	0,68	Very high

In Table X, employee performance also shows high results, with mean values ranging from 4.31 to 4.47. Quality Target is the highest indicator (4.47), followed by Not Making Mistakes (4.43), Completing Work (4.41), and Responsibility for Work (4.31). The standard deviation values range from 0.67 to 0.73, indicating a moderate variation in responses among respondents and reflecting well-maintained performance in the work environment.

4.3 Results of the Outer Model Analysis

Tabel 11. Convergen validity

Variable	Loading Faktor	Descriptions
Employee performance	0.700	Valid
	0.683	Valid
	0.819	Valid
	0.785	Valid
Career development	0.782	Valid
	0.872	Valid
	0.929	Valid
	0.930	Valid
Work motivation	0.745	Valid
	0.842	Valid
	0.912	Valid
	0.894	Valid
Organizational commitment	0.831	Valid
	0.960	Valid
	0.947	Valid
	0.850	Valid

Based on the results of the outer loadings analysis using the SmartPLS application, as shown in the figure, it can be concluded that most indicators related to each variable in this study had factor loading values above 0.70. These results indicate that the criteria for convergent validity were fulfilled by these indicators. This suggests that each indicator had the ability to adequately represent the construct being measured, in accordance with the standards applied in the measurement model testing. For example, all indicators of the career development variable ($X_{1.1}$ – $X_{1.5}$) showed values ranging from 0.745 to 0.930, indicating that these indicators could explain the construct well. Similarly, the indicators of the work motivation variable ($X_{2.1}$ – $X_{2.4}$) also showed high loading values, ranging from 0.831 to 0.912.

However, there is one indicator in the Employee Performance variable, namely $Y_{1.2}$, with a loading value of 0.683, which is below the ideal threshold of 0.70. Nevertheless, this value is still within the minimum acceptable threshold is 0.60. Therefore, this indicator can still be considered for retention, depending on its theoretical contribution and the overall reliability of the construct. Meanwhile, other indicators within the same variable, such as $Y_{1.1}$ (0.700), $Y_{1.3}$ (0.819), and $Y_{1.4}$ (0.785), have shown sufficient consistency in measuring the Employee Performance construct.

For the Organizational Commitment variable, all three indicators ($Z_{1.1}$, $Z_{1.2}$, and $Z_{1.3}$) demonstrate very strong results, with loading values of 0.960, 0.947, and 0.850, respectively. These values indicate that the instrument used is highly representative and valid in explaining the organizational commitment construct. Overall, the outer loading results support the construct validity of all variables tested in the model, which can subsequently be used for structural model (inner model) testing and hypothesis testing.

Tabel 12. Validitas Diskriminan

	Employee performance	Organizational commitment	Work Motivation	Career Development
Employee performance				
Organizational commitment	0.747			
Work Motivation	0.514	0.769		
Career Development	0.808	0.765	0.791	

The results of the discriminant validity analysis using the Heterotrait-Monotrait Ratio (HTMT), as shown in the figure, indicate that the overall model construction meets acceptable discriminant validity standards. These findings suggest that each construct has the ability to distinguish itself from the other constructs in the model. Constructs are considered sufficiently distinct when HTMT values are below the recommended threshold, which is below 0.90 for a more lenient model or below 0.85 for a more conservative model.

For example, the HTMT value between employee performance and organizational commitment is 0.747, which is still below the threshold of 0.90. Similarly, the HTMT values between career development and other constructs, such as work motivation (0.791), organizational commitment (0.765), and employee performance (0.808), indicate that there are no issues with discriminant validity among the constructs. This means that each construct truly measures a different dimension and does not statistically overlap with others.

These results indicate that the research instrument has adequate discriminant validity, suggesting that respondents can clearly distinguish between different constructs when completing the questionnaire. Therefore, the discriminant validity criteria based on the Heterotrait-Monotrait Ratio (HTMT) approach have been fulfilled by the measurement model. Consequently, the study can proceed to the stage of analyzing the relationships between variables through hypothesis testing within the model.

Tabel 13. Hasil Uji Reabilitas

	Cronbach Alpha	Composite Reability (rho_a)	Composite Reability (rho_c)	AVE
Organizational Commitment	0.908	0.913	0.943	0.847
Career Development	0.906	0.914	0.931	0.731
Work Motivation	0.895	0.920	0.926	0.758
Employee Performance	0.744	0.772	0.835	0.561

The results of the construct reliability and validity testing presented in the SmartPLS table indicate that both reliability and convergent validity were achieved for all constructs in this model. This is indicated by Cronbach's Alpha values for each construct exceeding the minimum threshold of 0.70, as recommended by (Hair et al., 2014). For instance, the Organizational Commitment and Career Development constructs had the highest reliability levels, with values of 0.908 and 0.906, respectively. The Employee Performance construct had the lowest value at 0.744; however, it was still considered reliable.

In addition, all variables had composite reliability values exceeding the ideal threshold of 0.70, indicating strong internal consistency among the indicators within each construct. The highest CR value was found in the organizational commitment construct (0.943), followed by career development (0.931), work motivation (0.926), and employee performance (0.835). These results confirm that the measurement instruments used in this study are reliable for consistently measuring the constructs under investigation.

In terms of convergent validity, the results based on the Average Variance Extracted (AVE) values show satisfactory outcomes. Each construct has an AVE value greater than the minimum threshold of 0.50, indicating that each construct is capable of explaining more than 50% of the variance of its indicators. The organizational commitment construct has the highest AVE value of 0.847, whereas the Employee Performance construct has the lowest AVE value of 0.561, both of which are within acceptable ranges. Therefore, it can be concluded that both the validity and reliability of all constructs included in this model have been fulfilled. Consequently, these constructs are appropriate for further structural analysis.

4.4 Analisis Inner Model

Tabel 14. Nilai R-Square

	R-Square	R-Square adjusted
Employee Performance	0.570	0.555
Organizational Commitment	0.592	0.582

Based on the results of the R-square analysis, it can be concluded that the structural model used in this study has a fairly good ability to predict endogenous variables. The R-square value of 0.570 for the Employee Performance variable indicates that the three exogenous variables—Organizational Commitment, Career Development, and Work Motivation—explain 57% of the variation in employee performance.

The R-square value of 0.592 for the organizational commitment variable indicates that career development and work motivation account for 59.2% of the variation in organizational commitment. This R-square value falls within the moderate-to-strong category, where 0.67 is considered substantial, 0.33 moderate, and 0.19 weak. Overall, the obtained R-squared values indicate that the model has adequate explanatory power and is suitable for proceeding to the hypothesis-testing stage. These results suggest that the exogenous structure in the model can explain a substantial portion of the variation in endogenous variables, particularly employee performance and organizational commitment, in the APBJ Bureau of the Regional Secretariat of Central Java Province.

Tabel 15. Nilai F-square

	Employee Performance	Organizational Commitment	Work Motivation	Career Development
Employee Performance				
Organizational Commitment	0.132			
Work Motivation	0.076	0.259		
Career Development	0.420	0.179		

Based on the results of the f-square analysis presented in the SmartPLS output, it can be determined how large the relative influence (effect size) of each exogenous variable is on the endogenous variables in the structural model. F-square values are categorized as small (0.02), medium (0.15), and large (0.35). In this study, career development had the largest effect on employee performance, with an f^2 value of 0.420, which falls into the large category. This indicates that career development plays a significant role in explaining variations in employee performance. In addition, work motivation has a significant effect on organizational commitment, with an f^2 value of 0.259, which is categorized as medium, indicating that work motivation has a meaningful role in explaining employees' commitment to the organization.

Meanwhile, the effect of organizational commitment on employee performance has an f^2 value of 0.135, which falls into the small-to-medium category but still indicates a meaningful contribution. In contrast, work motivation on employee performance shows an f^2 value of only 0.076, which is categorized as small, indicating that its effect is relatively weak compared to career development and organizational commitment. Overall, these f^2 values provide a clear picture of the strength of each independent

variable's effect on the dependent variables and serve as a basis for interpreting the structural significance of the model.

4.5 Hypothesis Testing

The next stage of the analysis is hypothesis testing. This test was based on the values generated from the inner model output in the analytical software used. The estimation results of the structural model testing are presented in the following table:

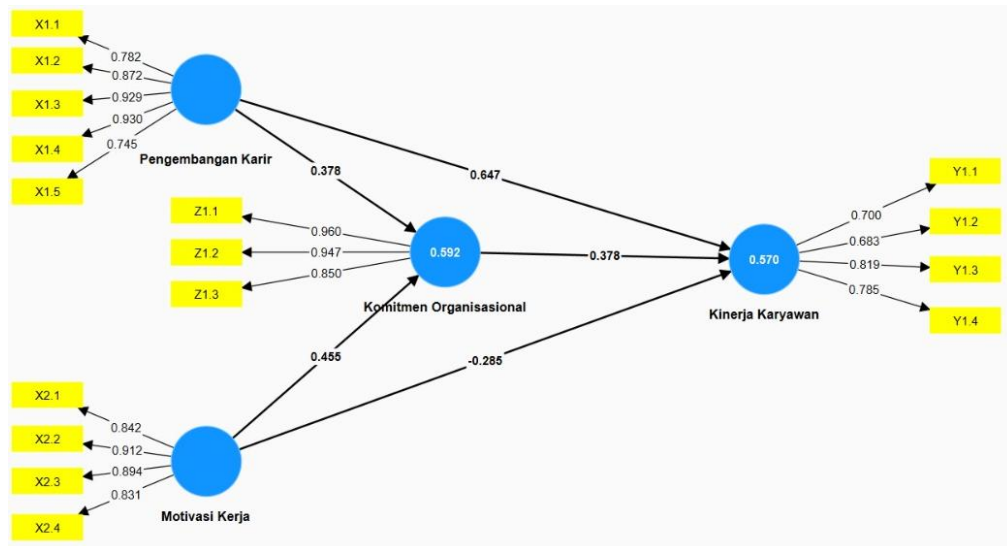


Figure 1. Structural model

Tabel 16. Hasil Inner Model

Concepts	Original Sample (O)	Sample Mean (M)	T Statistics (O/STDEV)	P Values	Hypothesis Testing
Organizational Commitment → Employee Performance	0.378	0.378	3.484	0.000	accepted
Work Motivation → Employee Performance	-0.285	-0.297	2.575	0.010	accepted
Work Motivation → Organizational Commitment	0.455	0.461	4.438	0.000	accepted
Career Development → Employee Performance	0.647	0.661	6.493	0.000	accepted
Career Development → Organizational Commitment	0.378	0.374	3.509	0.000	accepted

The results of the hypothesis testing through bootstrapping in this study based on the SmartPLS analysis are as follows:

1. The analysis results indicate that career development has a positive and significant effect on employee performance. The path coefficient value is 0.647, with a T-statistic value of 6.493 and a P-value of 0.000, indicating that H_1 is supported. The T-statistic value exceeds 1.96 and the P-value is below 0.05. This means that employee performance is positively associated with the level of career development provided.
2. Based on the data analysis results, the path coefficient value is -0.285, with a T-statistic of 2.575 and a P-value of 0.010. The relationship between work motivation and employee performance is statistically significant, as indicated by the T-statistic value above 1.96 and the P-value below

- 0.05. However, the direction of the relationship shown by the negative path coefficient indicates that this relationship is not in line with the initially proposed direction. Therefore, Hypothesis 2 (H_2) is rejected, despite being significant.
3. The analysis results indicate that career development has a positive and significant effect on organizational commitment, with a coefficient of 0.378, T-statistic of 3.509, and P-value of 0.000. Organizational commitment also has a positive and significant effect on employee performance. These findings indicate that career development has a significant indirect effect on employee performance through organizational commitment. Therefore, the third hypothesis (H_3) is accepted.
 4. The analysis results indicate that work motivation has a positive and significant effect on organizational commitment, with a coefficient value of 0.455, T-statistic of 4.438, and a p-value of 0.000. In addition, organizational commitment also has a positive and significant effect on employee performance, with a coefficient value of 0.378, a T-statistic of 3.484, and a p-value of 0.000. These results indicate a relationship between the two variables. Therefore, the fourth hypothesis (H_4) is accepted.
 5. The analysis results indicate that organizational commitment has a positive and significant effect on employee performance. The relationship between these two variables is statistically significant, as shown by the path coefficient value of 0.378, T-statistic of 3.484, and P-value of 0.000. The T-statistic value is greater than 1.96, and the P-value is lower than 0.05. Therefore, the fifth hypothesis (H_5) is accepted.

4.6 Discussion

4.6.1 The Effect of Career Development on Employee Performance

The results of the study indicate that employee performance at the APBJ Bureau of the Regional Secretariat of Central Java Province is strongly influenced by career development. This means that career development can improve employee performance, as reflected in indicators such as clarity of job levels, knowledge about the company, work quality, employee skill development, and job promotion. Among these five indicators, employee skill development received the highest level of agreement. Employee performance is reflected through indicators such as quality targets, completing work, responsibility for work, and avoiding mistakes. Among these indicators, quality targets received the highest level of agreement.

These findings imply that the APBJ Bureau of the Regional Secretariat of Central Java Province needs to continuously strengthen career development programs as a strategy to enhance employee performance. By providing fair and transparent career opportunities along with continuous training, the organization can create a work environment that encourages individual growth and improves organizational effectiveness. This is in line with [Dahlan and Said \(2022\)](#), who state that career development has a significant effect on employee performance.

4.6.2 The Effect of Work Motivation on Employee Performance

The study indicates that work motivation does not influence employee performance at the APBJ Bureau of the Regional Secretariat of Central Java Province. This suggests that work motivation is unable to drive employee performance through indicators such as job promotion, a sense of security at work, full compensation, and a comfortable work environment. Among these indicators, feeling comfortable at work received the highest level of agreement. Employee performance is reflected in indicators such as quality targets, completing work, responsibility for work, and avoiding mistakes, with quality targets receiving the highest level of agreement.

These findings contradict previous studies by [Sembiring \(2020\)](#), who found that work motivation has a significant effect on employee performance at the APBJ Bureau of the Regional Secretariat of Central Java Province. Similar findings were also reported by [Nugraha et al. \(2024\)](#), who showed that work motivation has a significant relationship with employee performance. However, this study is consistent with the research conducted by [Baranti et al. \(2024\)](#), which also indicates that work motivation influences employee performance.

This phenomenon can be explained by the possibility that the motivation experienced by employees is extrinsic in nature and not aligned with the existing work system, or there is a mismatch between the expectations generated by motivation and the actual conditions in practice. Leaders should not only focus on providing motivation but also ensure that the type of motivation provided aligns with employees' needs and expectations and is supported by a fair and consistent organizational system.

4.6.3 The Effect of Career Development on Organizational Commitment

The results of the study indicate that organizational commitment at the APBJ Bureau of the Regional Secretariat of Central Java Province is strongly influenced by career development. This means that career development can enhance organizational commitment, as reflected in indicators such as clarity of job levels, knowledge about the company, work quality, employee skill development, and job promotion. Among these five indicators, employee skill development received the highest level of agreement. Organizational commitment is reflected through indicators such as emotional attachment, difficulty leaving the company, and loyalty to the company, with loyalty to the company receiving the highest level of agreement.

Career development also has an indirect effect through the improvement of employees' organizational commitment. This implies that when employees perceive that the organization supports their career development, it fosters a sense of belonging, loyalty, and responsibility toward the organization, which in turn encourages employees to demonstrate better performance. Career development has a positive and significant effect on organizational commitment. It is believed that the integration of career development and organizational commitment can have long-term impacts on individual performance and overall organizational success. This finding is also in line with the study by [Choiriyah and Indriyaningrum \(2022\)](#), who state that career development has a positive and significant effect on organizational commitment.

4.6.4 The Effect of Work Motivation on Organizational Commitment

The study indicates that work motivation does not influence organizational commitment at the APBJ Bureau of the Regional Secretariat of Central Java Province. This suggests that work motivation is insufficient to drive employee performance. The indicators included job promotion, workplace safety, full recognition, and comfort at work, with comfort at work being the most agreed-upon indicator. Organizational commitment is reflected through three indicators: emotional attachment, difficulty leaving the company, and loyalty to the company.

Work motivation provided by the organization, such as a sense of safety at work, recognition of performance, and a comfortable work environment, will be more effective in improving performance if it is first internalized through organizational commitment. This motivation has a positive effect on organizational commitment. Therefore, the APBJ Bureau must ensure that the motivation strategies implemented are not only practical but also contribute to building a strong and long-term relationship between employees and the organization ([Schepis, Tapscott, & Krishnan-Sarin, 2016](#)).

4.6.5 The Effect of Organizational Commitment on Employee Performance

The results of the study indicate that organizational commitment has a positive and significant effect on employee performance at the APBJ Bureau of the Regional Secretariat of Central Java Province. From this perspective, employee performance can be improved through organizational commitment, as reflected in indicators such as emotional attachment, loyalty to the company, and reluctance to leave the organization. Among these three indicators, loyalty to the company received the highest level of agreement.

Employee performance, on the other hand, is reflected in indicators such as job promotion, feeling safe at work, receiving full recognition, and comfort at work. Among these indicators, comfort at work received the highest level of agreement. Employees who are highly committed to the organization tend to achieve better results. Organizational commitment does not merely reflect passive loyalty but is also manifested in actual work behavior. Therefore, leaders of the APBJ Bureau are advised to strengthen factors that can enhance organizational commitment in the workplace, such as a healthy work culture,

participative leadership, and career development opportunities. Through these efforts, employee performance can improve naturally rather than being driven solely by pressure. [Widayati et al. \(2020\)](#) also state that organizational commitment has a positive and significant effect on employee performance.

4.6.6 The Role of Organizational Commitment as an Intervening Variable

The results of the study show that organizational commitment significantly mediates the effect of career development and work motivation on employee performance. This mediating role strengthens the finding that organizational commitment acts as a mechanism for bridging internal factors, such as work motivation, and structural factors, such as career development, in achieving performance outcomes ([Nawangsari, Mintarti, & Sudjatno, 2023](#)). Employees who receive career development opportunities and have high work motivation tend to develop loyalty, emotional attachment, and a sense of responsibility toward the organization. Organizational commitment encourages individuals to work optimally, improve productivity, and maintain work quality ([Yuesti & Adnyana, 2022](#)).

5. Conclusions

5.1 Conclusion

Based on the results of this study examining the effect of work motivation and career development on organizational commitment and employee performance at the APBJ Bureau of the Regional Secretariat of Central Java Province, several conclusions can be drawn. First, career development has a positive and significant effect on employee performance. This indicates that improving the effectiveness of career development programs, such as providing clear career paths, relevant training, and promotion opportunities, is closely associated with enhanced employee performance. Second, work motivation has a significant but negative effect on employee performance. Although motivation is theoretically an important factor in encouraging productivity, the findings suggest that the form or implementation of motivation within the organization has not been fully aligned with employees' needs and expectations, resulting in suboptimal performance outcomes.

Third, career development has a positive and significant effect on organizational commitment. Well-structured and sustainable career development programs increase employee loyalty, emotional attachment, and the willingness to remain within the organization. Fourth, work motivation has a positive and significant effect on organizational commitment. Highly motivated employees tend to be more engaged, loyal, and aligned with organizational goals, indicating that both intrinsic and extrinsic motivation can strengthen employees' sense of belonging. Fifth, organizational commitment has a positive and significant effect on employee performance. Employees with strong emotional attachments, loyalty, and alignment with organizational values tend to demonstrate higher levels of performance.

Furthermore, organizational commitment plays an important role as an intervening variable in the relationship between career development and work motivation and employee performance. This indicates that when career development and motivation successfully enhance employees' commitment, their impact on performance becomes more significant.

5.2 Research Limitations

This study has several limitations that should be considered when interpreting the findings. First, the scope of the study is limited to the APBJ Bureau of the Regional Secretariat of Central Java Province, which restricts the generalizability of the results to other government institutions or private organizations. The unique work culture and human resource management system in this bureau may have influenced the findings. Second, this study used a quantitative approach with closed-ended questionnaires, which limited the deeper exploration of the psychological and social factors that may influence employee performance and organizational commitment.

This approach may not have fully captured individual nuances and contextual factors. Third, the research model includes only organizational commitment as an intervening variable. Other potential factors influencing employee performance, such as leadership, work environment, and job satisfaction, were not included, even though they may play significant roles in human resource management.

5.3 Suggestions and Directions for Future Research

Based on the identified limitations, several suggestions for future research can be proposed. First, future studies are expected to include additional independent variables to provide a more comprehensive understanding of the factors influencing employee performance. Second, future research should expand the scope of the study by including other bureaus within the Regional Secretariat of Central Java Province or different institutions. This would allow for a broader population and sample, leading to more varied, specific, and insightful results.

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Author Contributions

RN Conceptualization, study design, data collection, data analysis, manuscript drafting, revision, and final approval.

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