



THE EFFECT OF CAREER DEVELOPMENT AND JOB CHARACTERISTICS ON EMPLOYEE PERFORMANCE MEDIATED BY ORGANIZATIONAL COMMITMENT

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ABSTRACT

Employee performance in public sector organizations is shaped not only by structural factors but also by employees' psychological attachment to the organization; however, previous studies have reported inconsistent findings regarding the roles of career development and job characteristics, particularly when organizational commitment is considered as a mediating mechanism. This study therefore examines the effect of career development and job characteristics on employee performance mediated by organizational commitment among employees of BPPKAD Wonosobo Regency using a quantitative explanatory approach with a census of 58 employees. Data were collected through questionnaires and analyzed using SPSS version 26, including validity and reliability testing, multiple regression analysis, and Sobel mediation testing. The results indicate that career development and job characteristics positively influence organizational commitment and employee performance, while organizational commitment also has a significant positive effect on employee performance and mediates the relationships between career development and performance as well as between job characteristics and performance. These findings matter because they reinforce the theoretical role of organizational commitment as an important explanatory mechanism linking human resource practices to performance outcomes and provide practical implications for public institutions in designing career development systems and meaningful job structures to strengthen employee commitment and improve organizational performance.

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INTRODUCTION

The potential of every human resource within an organization must be optimally utilized in order to generate maximum output. The achievement of organizational goals is not solely determined by the availability of modern equipment and adequate facilities and infrastructure, but is more strongly determined by the quality of the human resources who carry out the work. The success of an organization is highly influenced by employee performance (Sudarmanto, 2009). Robbins Sulastiningtiyas & Nilasari, (2018) defines employee performance as



the qualitative and quantitative work results that can be achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to them.

BPPKAD is the Regional Revenue, Finance, and Asset Management Agency of Wonosobo Regency. The problems faced by this institution are related to employee performance that has not yet been optimal. The institution continuously undertakes various efforts, one of which is encouraging employees to have a high level of responsibility toward their respective fields of duty. Based on this condition, in order to achieve more optimal employee performance in both quantitative and qualitative terms, it is assumed that there are several factors influencing employee performance, including career development, job characteristics, and organizational commitment.

Weng & Hu (Weng & McElroy, 2010) define career development as a function of employees' own efforts to make progress toward their personal career goals and to acquire new skills, as well as the organization's efforts to recognize these efforts through promotions and salary increases. Research conducted by Purnawati et al. (2021), Kakui & Gachunga (2016), Dialoke & Nkechi (2017), Darmawan et al. (2021), and Maulana et al. (2024) states that career development has a positive effect on employee performance. Meanwhile, studies by Saputra & Hendriani (2015), Muawanah et al. (2022), and Wardani & Sulaimiah (2024) indicate that career development does not affect employee performance.

Hackman et al. (Mulyani & Soliha, 2014) define job characteristics as skill variety, task identity, task significance, autonomy, and feedback carried out by employees in performing their tasks, which can influence the value of a job. Research conducted Purwanto & Soliha (2017), Dewi & Utama (2016), Bedagama & Tjahjaningsih (2021), Ahmad et al. (2019), Sapitri & Mahayasa (2021), Mariska et al. (2024), and Raihan et al. (2024) states that job characteristics have a positive effect on employee performance. Meanwhile, the study by Heriyawan & Setyowati (2017) indicates that job characteristics do not affect employee performance.

Robbins Heriyawan & Setyowati, (2015) defines organizational commitment as the degree to which an employee identifies with a particular organization and its goals, as well as their desire to maintain membership in that organization. Research conducted by Purnawati et al. (2021), Saputra & Hendriani (2015), Heriyawan & Setyowati (2017), Andrew (2017), Bedagama & Tjahjaningsih (2021), Darmawan et al. (2021), Maulana et al. (2024), Muawanah et al. (2022), and Wardani & Sulaimiah (2024) states that organizational commitment has a positive effect on employee performance. Meanwhile, studies by Sunarno & Liana (2015) and Purwanto & Soliha (2017) indicate that organizational commitment does not affect employee performance.

Previous studies have widely explored the relationship between career development, job characteristics, organizational commitment, and employee performance. However, empirical findings remain inconsistent, indicating that these relationships may depend on organizational context and employee characteristics. Several studies report that career development contributes positively to organizational commitment, as employees who perceive clear career opportunities tend to develop stronger attachment and loyalty to their organization. This argument is supported by the findings of Simanjuntak (2020), Purnawati et al. (2021), Wardani & Sulaimiah (2024), Darmawan et al. (2021), Astuti et al. (2024), and Muawanah et al. (2022). Nevertheless, other studies, such as Ramli et al. (2020) and Purnama (2020), found that career development does not significantly influence organizational commitment. These conflicting findings suggest that the effect of career development may vary depending on the organizational environment and employee perceptions.

Similar inconsistencies can also be found in studies examining the relationship between job characteristics and organizational commitment. Some researchers argue that meaningful work design, autonomy, skill variety, and clear feedback can enhance employees' psychological attachment to the organization. This perspective is supported by studies conducted by Ekayanti et al. (2019), Heriyawan & Setyowati (2017), Faraji et al. (2015), and Ramli et al. (2020). In contrast, other findings by Purwanto & Soliha (2017) and Bedagama & Tjahjaningsih (2021) indicate that job characteristics do not significantly affect organizational commitment. These differences highlight the need for further investigation, particularly in public sector organizations where job structures and responsibilities may differ from private institutions.



Beyond direct relationships, several studies emphasize the mediating role of organizational commitment in linking career development and employee performance. Previous research suggests that career development does not only affect performance directly but also indirectly through stronger organizational commitment. This mediation effect has been supported by Purnawati et al. (2021), Darmawan et al. (2021), Muawanah et al. (2022), and Wardani & Sulaimiah (2024). However, Pransiska & Lusiana (2025) reported contrasting findings, showing that organizational commitment does not mediate the relationship between career development and employee performance. Such inconsistencies indicate that the underlying mechanism connecting career development and performance still requires further empirical clarification.

Likewise, the mediating role of organizational commitment in the relationship between job characteristics and employee performance has produced mixed results. Studies by Faraji et al. (2015), Heriyawan & Setyowati (2017), Bedagama & Tjahjaningsih (2021), and Darmawan et al. (2021) suggest that organizational commitment serves as an important pathway through which job characteristics improve employee performance. Conversely, Purwanto & Soliha (2017) found no mediating effect, suggesting that job design alone may not always translate into higher performance through organizational commitment.

Based on the problems described above and the existence of research gaps identified in previous studies, this study aims to analyze the effect of career development and job characteristics on employee performance mediated by organizational commitment. This research was conducted on employees of BPPKAD of Wonosobo Regency. The contribution of this study lies in providing empirical evidence regarding the mediating role of organizational commitment in the relationship between career development, job characteristics, and employee performance within a public sector organization context.

METHOD

This study employs an explanatory research design aimed at examining causal relationships among variables through hypothesis testing. The main objective is to analyze the influence of career development and job characteristics on employee performance, with organizational commitment acting as a mediating variable. The research was conducted at the Regional Revenue, Financial and Asset Management Agency (BPPKAD) of Wonosobo Regency, involving all 58 employees as the research population, therefore using a census approach.

Data were collected using a structured questionnaire measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The measurement instruments were adapted from established scales in previous studies. Career development was measured using the career development scale developed by Weng & McElroy (2010), which includes dimensions such as career goal progress, professional ability development, promotion speed, and remuneration growth. Example items include “my current job supports my career goals” and “the organization provides opportunities for skill development.” Job characteristics were adapted from the Job Characteristics Model introduced by Hackman & Oldham (1976), covering skill variety, task identity, task significance, autonomy, and feedback, with example items such as “my job allows independence in decision making” and “I receive clear feedback about my work results.” Organizational commitment measurement refers to the three-dimensional commitment concept developed by Meyer & Allen, while employee performance indicators were adapted from established performance measurement literature emphasizing quality, quantity, effectiveness, and work outcomes.

Data analysis was conducted using SPSS version 26. The analysis procedures included respondent description, variable description, validity testing using KMO and component matrix analysis, reliability testing using Cronbach’s alpha, multiple linear regression analysis, F-test, coefficient of determination (R^2), and t-test for hypothesis testing. The mediation effect was tested using the Sobel test.

The decision to use the Sobel test instead of Structural Equation Modeling (SEM) was based on methodological considerations. First, the sample size in this study consisted of only 58 respondents, which is relatively limited for SEM analysis that generally requires a larger sample to achieve stable parameter estimation. Second, the research model involves a single mediation pathway that can be effectively tested using regression-



based mediation analysis. Therefore, the Sobel test was considered appropriate to examine whether organizational commitment significantly mediates the relationship between independent variables and employee performance.

Hypothesis Development

The Effect of Career Development on Organizational Commitment

Weng & Hu (Weng & McElroy, 2010) define career development as a function of employees' own efforts to make progress toward their personal career goals and to acquire new skills, as well as the organization's efforts to recognize those efforts through promotions and salary increases. Robbins (Heriyawan & Setyowati, 2015) defines organizational commitment as the degree to which an employee identifies with a particular organization and its goals, as well as their desire to maintain membership in that organization.

Simanjuntak (2020), Purnawati et al. (2021), Wardani & Sulaimiah (2024), Darmawan et al. (2021), Astuti et al. (2024), and Muawanah et al. (2022) state that career development has a positive effect on organizational commitment. Based on this empirical review, the following can be formulated:

H1: Career Development has a positive effect on Organizational Commitment.

The Effect of Job Characteristics on Organizational Commitment

Hackman et al (Mulyani & Soliha, 2014) define job characteristics as skill variety, task identity, task specificity, autonomy, and feedback performed by employees in carrying out their tasks that can influence the value of a job. Robbins (Heriyawan & Setyowati, 2015) defines organizational commitment as the degree to which an employee identifies with a particular organization and its goals, as well as their desire to maintain membership in that organization.

Ekayanti et al. (2019), Heriyawan & Setyowati (2017), Faraji et al. (2015), and Ramli et al. (2020) state that job characteristics have a positive effect on organizational commitment. Based on this empirical review, the following can be formulated:

H2: Job Characteristics have a positive effect on Organizational Commitment.

The Effect of Career Development on Employee Performance

Weng & Hu (Weng & McElroy, 2010) define career development as a function of employees' own efforts to make progress toward their personal career goals and to acquire new skills, as well as the organization's efforts to recognize those efforts through promotions and salary increases. Robbins (Sulastiningtiyas & Nilasari, 2018) defines employee performance as qualitative and quantitative work results that can be achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to them.

Purnawati et al. (2021), Kakui & Gachunga (2016), Dialoke & Nkechi (2017), Darmawan et al. (2021), and Maulana et al. (2024) state that career development has a positive effect on employee performance. Based on this empirical review, it can be concluded:

H3: Career Development has a positive effect on Employee Performance.

The Effect of Job Characteristics on Employee Performance

Hackman et al. (Mulyani & Soliha, 2014) define job characteristics as skill variety, task identity, task specificity, autonomy, and feedback performed by employees in carrying out their tasks that can influence the value of a job. There are 5 dimensions to measure job characteristics, namely skill variety, task identity, task specificity, autonomy, and feedback. Robbins (Sulastiningtiyas & Nilasari, 2018) defines employee performance as qualitative and quantitative work results that can be achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to them.

Purwanto & Soliha (2017), Dewi & Utama (2016), Bedagama & Tjahjaningsih (2021), Ahmad et al. (2019), Sapitri & Mahayasa (2021), Mariska et al. (2024), and Raihan et al. (2024) state that job characteristics have a positive effect on employee performance. Based on this empirical review, it can be concluded:

H4: Job Characteristics have a positive effect on Employee Performance.

The Effect of Organizational Commitment on Employee Performance

Robbins (Heriyawan & Setyowati, 2015) defines organizational commitment as the degree to which an employee identifies with a particular organization and its goals, as well as their desire to maintain membership in

that organization. Robbins (Sulastiningtiyas & Nilasari, 2018) defines employee performance as qualitative and quantitative work results that can be achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to them.

Purnawati et al. (2021), Saputra & Hendriani (2015), Heriyawan & Setyowati (2017), Andrew (2017), Bedagama & Tjahjaningsih (2021), Darmawan et al. (2021), Maulana et al. (2024), Muawanah et al. (2022), and Wardani & Sulaimiah (2024) state that organizational commitment has a positive effect on employee performance. Based on this empirical review, it can be concluded:

H5: Organizational Commitment has a positive effect on Employee Performance.

The Effect of Career Development on Employee Performance Mediated by Organizational Commitment

Purnawati et al. (2021), Darmawan et al. (2021), Muawanah et al. (2022), and Wardani & Sulaimiah (2024) state that organizational commitment mediates the effect of career development on performance. Based on this empirical review, it can be concluded:

H6: The effect of Career Development on Employee Performance is mediated by Organizational Commitment.

The Effect of Organizational Commitment on Employee Performance Mediated by Organizational Commitment

Faraji et al. (2015), Heriyawan & Setyowati (2017), Bedagama & Tjahjaningsih (2021), and Darmawan et al. (2021) state that organizational commitment mediates the effect of career development on employee performance. Based on this empirical review, it can be concluded:

H7: The effect of Organizational Commitment on Employee Performance is mediated by Organizational Commitment.

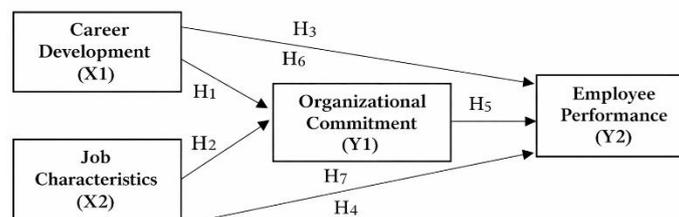


Figure 1. Conceptual Framework

RESULT AND DISCUSSION

Respondent Description

Table 1. Respondent Description

	Criteria	Number	Percentage
Age	31 - 40 years	27	46,6
Gender	Male	36	62,1
Education	Bachelor's degree	28	48,3
Years of Service	>15 years	18	31,1
Rank/Classification	IIIa – IIIId	35	60,3

Source: Data processed in 2025.

Table 1 presents the demographic characteristics of respondents. Overall, respondents are dominated by employees in the productive career stage, mostly male, holding a bachelor's degree, with relatively long tenure and middle-level rank classifications. This profile indicates that the sample represents employees with sufficient organizational experience and career stability, which is relevant for examining organizational commitment and performance dynamics in the public sector context.

Variable Description

Table 2. Career Development Variables



Indicator	Mean	Indicator	Mean
X1.1	4,16	X1.9	4,17
X1.2	4,22	X1.10	4,41
X1.3	3,93	X1.11	3,97
X1.4	3,88	X1.12	3,60
X1.5	3,74	X1.13	3,79
X1.6	4,36	X1.14	4,12
X1.7	4,02	X1	4,03
X1.8	4,09		

Source: Data processed in 2025.

Table 3. Job Characteristics Variables

Indicator	Mean	Indicator	Mean
X2.1	3,78	X2.7	3,93
X2.2	4,05	X2.8	4,19
X2.3	3,36	X2.9	3,88
X2.4	4,03	X2.10	3,81
X2.5	4,10	X2	3,96
X2.6	4,43		

Source: Data processed in 2025.

Table 4. Organizational Commitment Variables

Indicator	Mean	Indicator	Mean
Y1.1	4,29	Y1.7	4,33
Y1.2	4,24	Y1.8	4,50
Y1.3	4,40	Y1.9	4,33
Y1.4	4,17	Y1.10	4,45
Y1.5	4,34	Y1	4,33
Y1.6	4,22		

Source: Data processed in 2025.

Table 5. Employee Performance Variables

Indicator	Mean	Indicator	Mean
Y2.1	4,40	Y2.9	4,41
Y2.2	4,40	Y2.10	4,59
Y2.3	4,40	Y2.11	4,64
Y2.4	4,40	Y2.12	4,48
Y2.5	4,48	Y2.13	4,66
Y2.6	4,52	Y2.14	4,33
Y2.7	4,48	Y2.15	4,21
Y2.8	4,40	Y2	4,45

Source: Data processed in 2025.

The descriptive statistics show that employees generally perceive career development, organizational commitment, and employee performance positively, while job characteristics tend to be evaluated at a moderate level. Career development indicators reflect employees' perception of career opportunities and organizational support, whereas job characteristics indicate a balanced perception regarding task structure and autonomy. Organizational commitment and employee performance show relatively high mean scores, suggesting strong attachment to the organization and positive work outcomes among employees.

These descriptive results suggest that employees perceive their work environment as supportive of career progression and performance achievement, which provides an initial indication that the proposed relationships among variables are plausible within this research context.

Validity Test Results

Table 6. Validity Test Results

Variable	KMO	Component Matrix
Career Development	0,853	>0,5
Job Characteristics	0,820	>0,5
Organizational Commitment	0,877	>0,5
Employee Performance	0,881	>0,5

Source: Data processed in 2025.

The validity test results show that all variables meet the required adequacy criteria, indicating that the measurement items are appropriate for capturing the constructs under study. Similarly, reliability analysis demonstrates strong internal consistency across variables, confirming that the instruments produce stable and consistent measurements.

This result extends previous studies by confirming that the measurement scales adapted from established literature remain reliable when applied in a local public-sector institutional context such as BPPKAD Wonosobo Regency.

Reliability Test Results

Table 7. Reliability Test Results

Variable	Cronbach's Alpha	Criteria
Career Development	0,952	>0,7
Job Characteristics	0,873	>0,7
Organizational Commitment	0,976	>0,7
Employee Performance	0,974	>0,7

Source: Data processed in 2025.

Based on Table 7, it can be seen that Cronbach's alpha for career development, job characteristics, organizational commitment, and employee performance is > 0.7, meaning that all variables are reliable.

Multiple Linear Regression Analysis Results

Table 8. Multiple Regression Analysis Results

Model	Independent Variables	Adjusted R ²	Anova		Standardized Coefficients		Description
			F	Sig	Beta	Sig	
Model I: Y1 = 0,406 X1 + 0,828 X2							
Model I: The Effect of Career Development and Job Characteristics on Organizational Commitment	Career Development	0,345	16,031	0,000	0,406	0,001	Hypothesis 1 accepted
	Job Characteristics				0,828	0,009	Hypothesis 2 accepted
Model II: Y2 = 0,176 X1 + 0,207 X2 + 0,428 Y1							
Model II: The Effect of Career Development, Job Characteristics, and Organizational Commitment on Employee Performance	Career Development	0,726	51,248	0,000	0,176	0,039	Hypothesis 3 accepted
	Job Characteristics				0,207	0,013	Hypothesis 4 accepted
	Organizational Commitment				0,428	0,000	Hypothesis 5 accepted



Source: Data processed in 2025.

Model I: Determinants of Organizational Commitment. The regression results indicate that career development and job characteristics significantly influence organizational commitment. Career development shows a positive and significant contribution, indicating that employees who perceive clear career pathways tend to demonstrate stronger commitment toward the organization. Job characteristics also show a positive influence, suggesting that meaningful and well-designed work contributes to higher psychological attachment. This finding supports prior studies highlighting the importance of career development and job design in strengthening organizational commitment. This result extends previous studies by providing empirical confirmation within a government institution characterized by formal career structures and bureaucratic systems.

Model II: Determinants of Employee Performance. The second model demonstrates that career development, job characteristics, and organizational commitment simultaneously contribute to employee performance. Organizational commitment appears to be the strongest predictor, indicating that employees who feel emotionally attached to the organization are more likely to achieve better performance outcomes. The model explains a substantial proportion of variance in performance, suggesting that the combination of developmental opportunities, meaningful job design, and organizational attachment plays a central role in shaping employee effectiveness. This finding supports previous literature emphasizing the importance of organizational commitment as a key driver of performance. This result extends previous studies by showing that commitment not only influences performance directly but also strengthens the effects of other organizational factors within the public-sector environment.

Mediation Test Results

The Effect of Career Development on Employee Performance Mediated by Organizational Commitment

Table 9. Mediation Test 1

Variable	Sobel test statistic	One-tailed probability	Two-tailed probability	Description
X1 → Y1 → Y2	2,004	0,0224	0,0449	Hypothesis 6 is accepted

Note: X1 = Career Development; Y1 = Organizational Commitment; Y2 = Employee Performance

The Sobel test confirms that organizational commitment significantly mediates the relationship between career development and employee performance. This indicates that career development enhances performance indirectly by strengthening employees' attachment to the organization.

This finding supports previous mediation studies suggesting that career-related opportunities increase performance through psychological commitment mechanisms. This result extends previous studies by confirming the mediation effect in a government agency context, where promotion systems and career progression tend to be more structured.

The Effect of Job Characteristics on Employee Performance Mediated by Organizational Commitment

Table 10. Mediation Test 2

Variable	Sobel test statistic	One-tailed probability	Two-tailed probability	Description
X2 → Y1 → Y2	2,009	0,0222	0,0445	Hypothesis 7 is accepted

Note: X2 = Job Characteristics; Y1 = Organizational Commitment; Y2 = Employee Performance

The mediation analysis also shows that organizational commitment mediates the relationship between job characteristics and employee performance. Employees who perceive meaningful work, autonomy, and clear task structure tend to develop stronger commitment, which in turn improves performance outcomes.

This finding supports the theoretical argument that job design influences performance indirectly through psychological factors. This result extends previous studies by demonstrating that even within bureaucratic



organizations, meaningful job characteristics remain important for building commitment and improving performance.

Weng & Hu (Weng & McElroy, 2010) define career development as a function of employees' own efforts to make progress toward their personal career goals and to acquire new skills, as well as the organization's efforts to recognize those efforts through promotions and salary increases. There are 4 dimensions to measure career development, namely career goal progress, professional capability development, promotion speed, and remuneration growth. The career goal progress dimension has 4 indicators, namely the current job supports career goals, the current job is relevant to career goals, the current job serves as a foundation for career goals, and the job provides opportunities for career goals. The professional capability development dimension has 4 indicators, namely opportunities to acquire new skills, opportunities to gain new knowledge, opportunities to add work experience, and opportunities to improve abilities. The promotion speed dimension has 4 indicators, namely promotion speed, opportunities to be promoted, the current position is more ideal, and being promoted more quickly. The remuneration growth dimension has 3 indicators, namely rapid salary increases, the possibility of receiving an increased salary, and faster salary increases.

Hackman et al. (Mulyani & Soliha, 2014) define job characteristics as skill variety, task identity, task specificity, autonomy, and feedback performed by employees in carrying out their tasks that can influence the value of a job. There are 5 dimensions to measure job characteristics, namely skill variety, task identity, task specificity, autonomy, and feedback. The skill variety dimension has 3 indicators, namely employees' ability to understand work procedures, the alignment of employees' talents and skills with the job, and employees' knowledge of the work results to be achieved. The task identity dimension has 1 indicator, namely employees' ability to identify their work. The task specificity dimension has 2 indicators, namely the meaning of the work and the importance of the work for the organization. The autonomy dimension has 3 indicators, namely flexibility in working, job independence, and responses/work outcomes. The feedback dimension has 1 indicator, namely feedback as an evaluation of work capability.

Robbins (Heriyawan & Setyowati, 2015) defines organizational commitment as the degree to which an employee identifies with a particular organization and its goals, as well as their desire to maintain membership in that organization. Mayer et al. (Heriyawan & Setyowati, 2015) propose 3 dimensions to measure organizational commitment, namely affective commitment, continuance commitment, and normative commitment. The affective commitment dimension has 3 indicators, namely satisfaction with a career in the organization, commitment to the organization, and feeling part of the organization. The continuance commitment dimension has 4 indicators, namely enjoying work in the organization, not wanting to leave the organization, loyalty to the job, and the organization aligning with expectations and desires. The normative commitment dimension has 3 indicators, namely not being influenced by others moving to another organization, loyalty to the organization, and commitment to carrying out tasks.

Robbins (Sulastiningtyas & Nilasari, 2018) defines employee performance as qualitative and quantitative work results that can be achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to them. There are 5 dimensions to measure employee performance, namely quality, quantity, effectiveness, final results, and development opportunities. The quality dimension has 3 indicators, namely completing work in accordance with established standards, completing work in accordance with established standards, and completing work properly and thoroughly. The quantity dimension has 3 indicators, namely the amount of work determined by the institution, completing work beyond the targets established by the institution, and initiative in achieving targets. The effectiveness dimension has 3 indicators, namely job satisfaction, paying attention to quality in accordance with the technical guidelines (SOP) provided in completing work, and recognition of work results. The final results dimension has 3 indicators, namely the amount of work expected to be completed, the ability to complete assigned work, and delivering final results. The development opportunities dimension has 3 indicators, namely demonstrating possessed expertise, having initiative in working, and the existence of a career path.

Career Development Has a Positive Effect on Organizational Commitment



Based on the respondent description, the majority of respondents are aged 31–40 years, hold a bachelor's degree, are male, have a tenure of >15 years, and occupy grades IIIa–IIIc. This condition indicates that employees are in a career development phase that requires clarity of career direction, opportunities for competency enhancement, and promotion prospects. In this situation, career development becomes an important factor that can influence employees' attachment to the organization, because employees tend to commit to organizations that provide certainty and support for their career future.

Based on the description of the career development variable, several indicators have mean values above the variable mean, including the current job supporting career goals, the current job being relevant to career goals, opportunities to acquire new knowledge, opportunities to improve abilities, promotion speed, promotion opportunities, and the possibility of receiving an increased salary. This condition indicates that employees perceive organizational support for their career advancement, which encourages a sense of belonging, loyalty, and emotional attachment to the organization.

Employees who perceive effective career development tend to have higher organizational commitment, because they view the organization as a means to achieve long-term career goals. Opportunities for growth, promotion prospects, and recognition of work contributions motivate employees to remain and contribute optimally. These findings are supported by studies by Simanjuntak (2020), Purnawati et al. (2021), Wardani & Sulaimiah (2024), Darmawan et al. (2021), Astuti et al. (2024), and Muawanah et al. (2022), which state that career development positively affects organizational commitment.

Job Characteristics Have a Positive Effect on Organizational Commitment

Based on the respondent description, the majority of respondents are aged 31–40 years, hold a bachelor's degree, are male, have a tenure of >15 years, and occupy grades IIIa–IIIc. This condition indicates that respondent characteristics reflect work stability and an established career path, enabling employees to adapt to job characteristics and build commitment to the organization.

Based on the description of the job characteristics variable, several indicators have mean values above the variable mean, including the alignment of employee talents and skills with the job, employees' ability to identify their work, the meaning of the work, the importance of the work for the organization, and job independence. This condition indicates that job characteristics aligned with employee capabilities, and possessing meaning and a high level of autonomy, can drive increased organizational commitment.

Employees working in jobs with clear, meaningful characteristics and feedback tend to have higher organizational commitment. These findings are supported by research by Ekayanti et al. (2019), Heriyawan & Setyowati (2017), Faraji et al. (2015), and Ramli et al. (2020), which state that job characteristics positively affect organizational commitment.

Career Development Has a Positive Effect on Employee Performance

Based on the respondent description, the majority of respondents are aged 31–40 years, hold a bachelor's degree, are male, have a tenure of >15 years, and occupy grades IIIa–IIIc. This condition indicates that employees possess adequate potential and experience to improve their performance. Career development becomes an important factor because employees require opportunities to enhance their abilities, work experience, and clarity of career progression that can encourage work enthusiasm and quality.

Based on the description of the career development variable, several indicators have mean values above the variable mean, including the current job supporting career goals, the current job being relevant to career goals, opportunities to acquire new knowledge, opportunities to improve abilities, promotion speed, promotion opportunities, and the possibility of receiving an increased salary. This condition indicates that the career development perceived by employees has been functioning well, thereby encouraging improvements in competence and work motivation, which ultimately have a positive impact on employee performance.

Employees who perceive good career development tend to be encouraged to demonstrate more optimal performance, both in terms of quality and quantity of work results. Growth opportunities and clear career prospects motivate employees to work more responsibly and be results-oriented. These findings are supported by research



by Purnawati et al. (2021), Kakui & Gachunga (2016), Dialoke & Nkechi (2017), Darmawan et al. (2021), and Maulana et al. (2024), which state that career development positively affects employee performance.

Job Characteristics Have a Positive Effect on Employee Performance

Based on the respondent description, the majority of respondents are aged 31–40 years, hold a bachelor's degree, are male, have a tenure of >15 years, and occupy grades IIIa–III d. This condition indicates that respondents are dominated by employees with relatively high work experience and career maturity, enabling them to understand their job characteristics well and demonstrate more optimal performance.

Based on the description of the job characteristics variable, several indicators have mean values above the variable mean, including the alignment of employee talents and skills with the job, employees' ability to identify their work, the meaning of the work, the importance of the work for the organization, and job independence. This condition indicates that the perceived job characteristics align with employees' abilities and roles, possess meaning and sufficient autonomy, and thereby encourage improved employee performance.

Employees working in jobs with clear, meaningful characteristics and feedback tend to demonstrate better performance. Work aligned with employee capabilities increases motivation, responsibility, and engagement, thereby improving the quality and quantity of work results. These findings are supported by research by Purwanto & Soliha (2017), Dewi & Utama (2016), Bedagama & Tjahjaningsih (2021), Ahmad et al. (2019), Sapitri & Mahayasa (2021), Mariska et al. (2024), and Raihan et al. (2024), which state that job characteristics positively affect employee performance.

Organizational Commitment Affects Employee Performance

Based on the respondent description, the majority of respondents are aged 31–40 years, hold a bachelor's degree, are male, have a tenure of >15 years, and occupy grades IIIa–III d. This condition indicates that employees are dominated by individuals with relatively long work experience and stable positions, enabling strong attachment to the organization and optimal job performance.

Based on the description of the organizational commitment variable, several indicators have mean values above the variable mean, including satisfaction with a career in the organization, commitment to the organization, feeling part of the organization, unwillingness to leave the organization, not being influenced by others moving to another organization, and carrying out tasks. This condition indicates that employees' organizational commitment is high, reflected in attachment, loyalty, and willingness to contribute their best, thereby positively impacting employee performance.

Employees with high organizational commitment tend to work more responsibly, show strong engagement, and strive to deliver the best work results for the organization. Emotional attachment and loyalty motivate employees to contribute optimally toward achieving organizational goals. These findings are supported by research by Purnawati et al. (2021), Saputra & Hendriani (2015), Heriyawan & Setyowati (2017), Andrew (2017), Bedagama & Tjahjaningsih (2021), Darmawan et al. (2021), Maulana et al. (2024), Muawanah et al. (2022), and Wardani & Sulaimiah (2024), which state that organizational commitment positively affects employee performance.

The Effect of Career Development on Employee Performance Mediated by Organizational Commitment

Based on the respondent description, the majority of respondents are aged 31–40 years, hold a bachelor's degree, are male, have a tenure of >15 years, and occupy grades IIIa–III d. This condition indicates that employees are in a career development phase and face increasing performance demands. Career development serves as an organizational effort to facilitate employee career advancement so they can work optimally.

Based on the description of the career development variable, several indicators have mean values above the variable mean, including the current job supporting career goals, the current job being relevant to career goals, opportunities to acquire new knowledge, opportunities to improve abilities, promotion speed, promotion opportunities, and the possibility of receiving an increased salary. This condition indicates that effective career development enhances employees' sense of being valued and clarity regarding their career future, which subsequently encourages the formation of organizational commitment. Employees who feel supported in their



career development tend to demonstrate loyalty, a sense of belonging, and a desire to remain part of the organization.

Research results indicate that organizational commitment mediates the effect of career development on employee performance. This means that effective career development improves employee performance through increased organizational commitment. These findings are supported by research by Purnawati et al. (2021), Darmawan et al. (2021), Muawanah et al. (2022), and Wardani & Sulaimiah (2024), which state that organizational commitment mediates the effect of career development on performance.

The Effect of Job Characteristics on Employee Performance Mediated by Organizational Commitment

Based on the respondent description, the majority of respondents are aged 31–40 years, hold a bachelor's degree, are male, have a tenure of >15 years, and occupy grades IIIa–IIIId. This condition indicates that employees possess strong experience and understanding of their job duties and responsibilities, while facing high performance demands. Job characteristics become an important aspect influencing employee performance, because work that is clear, meaningful, and aligned with employee capabilities encourages more optimal performance.

Based on the description of the job characteristics variable, several indicators have mean values above the variable mean, including the alignment of employee talents and skills with the job, employees' ability to identify their work, the meaning of the work, the importance of the work for the organization, and job independence. This condition indicates that strong job characteristics enhance employee engagement and foster organizational commitment. Employees who perceive their work as meaningful and contributive to the organization tend to develop a stronger sense of belonging, loyalty, and attachment to the institution.

Research results indicate that organizational commitment mediates the effect of job characteristics on employee performance. This means that effective job characteristics improve employee performance through increased organizational commitment. These findings are supported by research by Faraji et al. (2015), Heriyawan & Setyowati (2017), Bedagama & Tjahjaningsih (2021), and Darmawan et al. (2021), which state that organizational commitment mediates the effect of career development on employee performance.

Overall, the findings indicate that career development and job characteristics function not only as direct predictors but also as foundational organizational factors that shape employee commitment and ultimately performance. The results highlight that organizational commitment plays a central explanatory role in linking human resource practices with work outcomes.

Within the context of BPPKAD Wonosobo Regency, employees appear to respond positively to career opportunities and clear work structures, which strengthen their sense of belonging and willingness to contribute. This pattern confirms that public-sector institutions can enhance performance by focusing on career management and work design strategies that foster organizational commitment.

CONCLUSION

Based on the results of hypothesis testing, it can be concluded that career development has a positive effect on organizational commitment, job characteristics have a positive effect on organizational commitment, career development has a positive effect on employee performance, job characteristics have a positive effect on employee performance, organizational commitment has a positive effect on employee performance, organizational commitment mediates the effect of career development on employee performance, and organizational commitment mediates the effect of job characteristics on employee performance.

In practical terms, the results of this study have implications for government agencies, particularly the Wonosobo Regency Revenue, Finance and Asset Management Agency, as a basis for formulating human resource development policies. Efforts to improve employee performance need to be directed towards providing clear, fair, and sustainable career development, as well as designing meaningful job characteristics that are in line with employee competencies in order to strengthen organizational commitment. This study still has limitations, particularly in terms of the number and characteristics of respondents, which are limited to one agency. Therefore, further research is recommended to expand the scope of respondents to different agencies or sectors and to add



other variables that may affect employee performance, such as leadership, work motivation, or organizational culture.

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