

## THE INFLUENCE OF CAREER DEVELOPMENT AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE



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### Abstract

This research aims to analyze and determine the influence of career development and organizational commitment on employee performance at the Civil Service and Human Resources Development Agency of Cirebon district. This research uses quantitative methods and collects data from a sample of 84 employees using a survey questionnaire. The research results show that these three variables have a significant influence on employee performance. Therefore, the results of this study confirm the importance of these factors in improving overall employee performance. This shows that career development and organizational commitment play an important role in employee performance in government service.

**Keywords:** Career Development, Organizational, Commitment, Employee

## INTRODUCTION

Human Resources (HR) plays a role which is important in the company's future development. The success or failure of achieving company goals depends on the abilities of the employees in the company. The human resources currently needed are human resources who can continue to develop proactively and can help the company in any situation so that the trust the company places in its employees will be repaid by increasing their abilities. Every worker needs to be committed to the company to achieve common goals. This is in line with the research results (Dicky et al., 2018).

Human resources (HR) are very important for a company. So, there are ways to make employees satisfied with their work, so that they want to work and use their abilities as best as possible. Career development is one way to increase employee job satisfaction because every worker in the company wants professional advancement. It is hoped that career development can increase employee productivity or provide their best abilities to the company. Additionally, the better a company's work environment, the more satisfied its employees are (Kartono & Ningsih, 2019).

Problems regarding employee performance in an institution or company can be seen in the entry and exit of office employees using working hours for personal purposes. Low employee discipline, poor work quality with less than optimal work results. On the other hand, problems in the quality of the guard's performance are indicated by inaccuracies in carrying out and completing work, giving work to other people, and working not following what they are ordered and responsible for. This is what still often happens to the quality of employee performance in an institution or company (Sukmarwati et al., 2018).

**Table 1**  
**SKPD Performance Indicator Achievement Report (IKK/IKU) for the 2023 Period**

Activity Targets	Performance Indicators	Target		Realization		Interpretation
		Amount	Unit	Realization/ Performance	Achievements (%)	
Increased accountability for personnel service performance	1.1 Presentation of employees who have competencies following answer	92 Values	Index	92,075	100.09%	Exceeding the target

	competency standards					
Increasing Professional Apparatus	2.1 HR Bureau Service Quality Index	75%	Percent	79,950	108.04%	Exceeding the target
Increasing the ASN Information System that is Accurate, Transparent, and Accountable	3.1 Percentage improvement in accuracy 3.2 Percentage Increase in Transparency 3.3 Percentage of accountable increase 3.4 Overall percentage	99.70%	Percent	99,720	100.02%	Exceeding the target

Source: BKPSDM, 2023

The better the quality of employee performance, the more satisfaction with service, the quality of work presented, the better accountability for performance, and increasing the level of professionalism of an employee. This, based on the SKPD performance indicator achievement report (IKK/IKU) of the Personnel and Human Resources Development Agency (BKPSDM), shows that the increasing quality of employee performance will influence the realization of performance, such as the indicator of increasing accountability for personnel service performance of 92.075 which shows the ratio of 100.09%. Meanwhile, if we look at the indicators, the increase in professional services was 74% with a performance realization of 79,950 and a ratio of 108.04. As for the indicator of improving the ASN information system which is accurate, transparent, and accountable with a value of 99.70%, the performance realization is 99.720 and a ratio of 100.02. Thus, the quality of employee performance will improve various other indicators (Susanto, 2023).

Career development is another component that influences the performance of company employees. Career development programs help employees achieve higher career levels in a more focused way. is a series of positions or positions that a person takes during their work period and is fulfilled through training and education provided by the company. The aim of career development as a human resource management activity is to improve the

quality of employee work implementation so that they are better able to make their best contribution to achieving company goals (Dedi et al., 2020).

Career development on the other hand can also enable an employee to develop their abilities, expand their knowledge, and increase productivity while working. Career development has consequences for job satisfaction in the company. So that career development can be done by developing an organizational structure that is effective and efficient in dividing tasks and responsibilities (Hamid et al., 2021).

**Table 2**  
**Promotion and Position for the 2023 Period**

No	Rank/ Space Goals	Amount	Previous Position	Current Position
1.	<i>Penata (III/c)</i>	2	1. First Expert Apparatus Human Resources Analyst 2. Executor	1. Young Expert Apparatus Human Resources Analyst 2. First Expert Community Self- Help Mobilizer
2.	<i>Pembina (IV/a)</i>	1	Young Expert Apparatus Human Resources Analyst	Middle Expert Apparatus Human Resources Analyst
3.	<i>Penata Muda (III/a)</i>	1	Executor	Young Expert Apparatus Human Resources Analyst
4.	<i>Penata Tk.I (III/d)</i>	1	Young Expert Apparatus Human Resources Analyst	Middle Expert Apparatus Human Resources Analyst
5.	<i>Penata Muda (III/a)</i>	5	Executor	First Expert Apparatus Human Resources Analyst
6.	<i>Penata Muda Tk.I (III/b)</i>	1	Executor	First Expert Apparatus Human Resources Analyst
Amount		11 People		

Source: BKPSDM, 2023

For some people, improving or developing a career in the long or short term is very difficult, this is of course shown by the quality of their performance. The better the quality of performance a person has, the better their career development will be. This is in line with the career development obtained by workers at (BKPSDM) the Personnel and Human

Resources Development Agency from the results of data obtained through data on employees who experienced promotions in level and position in the 2023 period, that 11 employees were declared promoted to a higher position or level. one of them is the *Penata (III/C)* with the previous position as executor while the current position is as the first expert community self-help mobilizer. On the other hand, it doesn't stop there, this career development is also shown by increasing the analysis of human resources from first expert officers with the rank/class of *Penata (III/C)* to analysis of human resources for young expert officers. Of the 48 employees at the Human Resources Development Personnel Agency (BKPSDM), 11 of them experienced quite good career development. With this, career development for an employee becomes an important part, so that their quality can continue to improve (Susanto, 2023).

Seeing this, organizational commitment to developing employee careers can indirectly influence employee job satisfaction. This organizational commitment is organizational commitment which is defined as a behavioral dimension that can be used to assess employees' tendencies to carry out their duties, and responsibilities and survive as members of the organization. The indication that an employee commits to the organization can be seen through the attitudes and behavior shown that someone who is in an organization will try to work following the responsibilities and duties they have well, on the other hand, they will also work following the goals of the organization itself (Hamid et al., 2021).

Looking at empirical phenomena related to career development and organizational commitment, for example, difficult access to information, career incompatibility with desires in the world of work, gaps between abilities and company needs, and the movement of workers from one agency to another for various reasons. It doesn't stop there, career development can also experience various obstacles caused by seniority or lack of closeness to superiors (Kartono & Ningsih, 2019).

Results of previous research, (Bolung et al., 2021) that career development and organizational commitment, either partially or jointly, have been proven to influence employee performance. This is also in line with research, (Pratana & Abadi, 2018) that partial career development has a significant effect on organizational commitment with organizational commitment having a significant effect on employee performance. Based on this, there are similarities between previous research and the results studied, namely the variables of career development and organizational commitment to employee performance.

**Table 3**  
**Employee Movement Structural Positions**

No	Rank/ Space Goals	Amount	Previous Position	Current Position
1.	<i>Pembina (IV/a)</i>	2	1. Head of Apparatus Performance Assessment and Awards Division 2. Head of Industrial Relations Division	1. Head of Workforce Placement Division 2. Head of Apparatus Performance Assessment and Awards Division
2.	<i>Penata Tk.I (III/d)</i>	1	Young Expert Personnel Analyst	Head of Traffic and Transportation Division
Amount		3 People		

Source: BKPSDM, 2023

Organizational commitment can be influenced by various factors, that the higher the organizational commitment, the more likely it is to have employees who have a good work ethic, whereas conversely, if organizational commitment is low, the higher the employee turnover, the more likely it is that employees will be less attached to the organization. so that it will be easier for him to move to another company. This is in line with data obtained through employee transfer data from the Human Resources Development Personnel Agency (BKPSDM) from 48 employees who work, 3 of whom have transferred or transferred jobs. This mutation can be caused by various things, either due to low organizational commitment or the transfer of these employees. caused by job demands. Three of them are the head of apparatus performance assessment and awards, the head of industrial relations, and young expert personnel analysis (Susanto, 2023).

## LITERATURE REVIEW

### Career Development

Career development helps employees evaluate their abilities and interests in adapting to human resource needs along with business growth and development. This helps improve

performance productivity. Below is an explanation or definition according to experts who think about career development:

Career development is the implementation of career planning. For this reason, career development can be defined as all employee personal efforts aimed at implementing their career plans through education, training, job search, and acquisition, as well as work experience. The starting point for career development starts from the employees themselves, where each person is responsible for their career development or progress. Once the commitment is held, several career development activities can be carried out. To direct career development to benefit employees and the organization, the HR department carries out training and development for employees (Elbadiansyah, 2019).

Another opinion expressed by Komang stated that career development is personal improvement carried out by a person to achieve a career plan and improvement carried out by the personnel department to achieve a work plan that follows the path or level of the organization. Therefore, no matter how good a worker's career plan is, if it is accompanied by reasonable and realistic career goals, a career development plan will be the most effective plan (Kaengke et al., 2018).

The opinion above is supported by opinion According to Bambang Wahyudi, career development means that every employee who works for an organization will have several expectations as compensation for the achievements or sacrifices they have made. Among them are expectations, career development is an employee's efforts to achieve his career goals with the help of the human resources department, managers, and other parties (Hamid et al., 2021). This is in line with research according to Handoko which states that a career is all the jobs (positions) a person holds during their life. Handoko stated that there are three measures of career development: education, training, and work experience (Bolung et al., 2021).

It doesn't stop there, the definition of career development according to Samsudin can also be said to be a condition that shows a significant increase in a person's status in an organization as determined by that organization. However, this is different from the opinion expressed by Mondy that career development is a change in values, attitudes, and motivation that occurs in a person due to increasing age (Muspawi, 2017).

According to Wahyudi, career development is a job that has a clear and systematic description and pattern for development and is a history of a person's position and the positions they have held during their work period (Supardi, 2018).

According to Hasibuan, career development indicators can be divided into five very important indicators, namely 1) Education, 2) Training, 3) Transfers, 4) Position Promotion, and 5) Work Period. This indicator will later be able to determine whether a person will develop their career or not (Muspawi, 2017).

According to the experts above, the inclusion of career development can be defined as personnel activities that help employees plan their future careers in the field where they work so that both employees and the company can achieve their best potential. Thus, career development is personal improvement carried out by a person to achieve career completion and improvement carried out by the personnel department to achieve a work plan that follows the path or level of the organization. So, no matter how good a worker's career plan is with realistic and commonplace career goals, the plan will not be successful without a career development relationship.

### **Organizational Commitment**

The success of an organization or agency is determined by the commitment to managing the organization's human resources which is very important for the success of its management. How far employees are committed to their agency determines the ability of the organization or agency to achieve its goals. Because dedicated and loyal employees will be more productive. There will be no employee performance without high commitment.

When an employee has a strong understanding of their company and is committed to the company's goals. This working attitude is important because employees who have this work attitude are expected to be willing to work harder to achieve company goals and may be more interested in continuing to work with the company (Anindita et al., 2024).

According to Luthans, organizational commitment is a person's definition and significant involvement in the organization. A highly dedicated employee shows a strong desire to remain part of the company and is willing to go to great lengths to achieve organizational goals. Organizational commitment comes from trust, will, and desire to achieve a goal to survive as part of the organization. In agreement with Luthans, another opinion expressed by Sutrisno, Haryono, and Warso, organizational commitment is a

reflection of attitude, emotional closeness, and form of employee attention to their organization to achieve organizational success and sustainability (Prabowo et al., 2024).

Another opinion was expressed by Wiener, Organizational commitment is defined as an encouragement from within a person to act in accordance with organizational goals and prioritize the interests of the organization. Strengthened by the opinion expressed by Steers that Organizational Commitment is the relative power that a person has when they are involved in an organization is known as organizational commitment. Organizational commitment is not just loyalty to an organization; it is also an active relationship with an organization in which individuals are willing to give everything they have to help the organization succeed and prosper. This is in line with the definition conveyed by Davis and Newstrom Employee loyalty can also be defined as organizational commitment. Commitment to the company is the level of employee willingness to identify themselves with the company, and for their desire to continue active participation in the company. This can also be used to measure employees' desire to stay in the future. Good attendance records, compliance with organizational policies, and reduced employee turnover rates are good trends (Yusuf & Syarif Darman, 2017).

Commitment is very strongly related to an organization, according to Mathis and Jackson, organizational commitment is the level of trust and acceptance of the workforce towards the goals vision, and mission of the organization who have the desire to remain in the organization (Supardi, 2018)

In line with what Mathis and Jackson said, according to Raharjo, this is implemented in the form of employee attachment or loyalty to the organization. Employees and organizations have mutual responsibilities and shared commitments that are interrelated (Raharjo et al., 2020).

According to Luthan, organizational commitment is a strong desire to remain a member of a particular organization, the desire to try hard to follow the wishes of the organization, as well as certain beliefs and acceptance of the organization's values and goals. In other words, it is an attitude that reflects employee loyalty to the organization and an ongoing process in which organizational members express their concern for the organization and its continued success and progress (Nurandini & Lataruva, 2018).

According to Van Dyen and Graham, indicators of organizational commitment are personal, situational, and positional. Personals have certain personality traits, namely conscientious, extroverted, have a positive outlook (optimistic), and tend to be more committed (Supardi, 2018).

Based on the experts' definitions above, it can be concluded that organizational commitment is the nature and behavior of employees while working at an agency is influenced by how strongly they are committed to this agency. Because they are aware and feel involved in the activities carried out by the organization, committed employees will commit themselves and show their loyalty to this organization.

### **Employee Performance**

Sometimes some organizations or institutions cannot carry out the plans that have been set. On the other hand, it is responsible for planning goals. The company has done this well, both through internal planning and through external consultants. Because having a good plan and concept can fail if it is not balanced with good performance from the employees. Employee good performance greatly influences the company's goals and performance. Below is an explanation or definition according to experts' opinions about Performance:

According to Gibson et.al, the level of success in carrying out tasks and the ability to achieve predetermined goals is called performance. If the goals can be achieved well, the performance will be considered successful. This is in line with research results according to Mangkunegara. Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him (Silaen, 2021).

Employee performance is influenced by career development, which is a formal approach used by companies to ensure that employees have the appropriate qualifications, abilities, and experience. Therefore, companies must manage and develop careers well so that employee productivity is maintained and able to encourage employees to always do their best and avoid frustration (Tamaka et al., 2024).

According to Gordon, employee performance consists of what they do and what they do not do. Employee performance influences how much they contribute to the company, including quantity, quality of output, work attendance, and cooperative attitudes. This is in line with research according to Mathis and Jackson. Performance is the result of employee

abilities multiplied by their efforts and support. Therefore, if any of these factors are reduced or absent altogether, performance will suffer or be nonexistent (Rahman & Kistyanto, 2019).

Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The term "work performance" comes from the words "work performance" or "actual achievement" according to Mangkunegara. Meanwhile, according to WawanPerformance is defined as the results produced within a certain period by the functions or indicators of a job or profession (Hidayah et al., 2023).

Another opinion expressed by Sinambela is that employee performance is a result of work achieved by a person based on job or job requirements for recruitment (Antika et al., 2021). However, this is different from the opinion expressed by Mangkunegara that employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties and responsibilities (Safitri, 2022).

Referring to the Employee Performance indicators presented by Sugiono, there are four Employee Performance indicators including 1) Quality, 2) Quantity, 3) Timeliness, and 4) Effectiveness. From these four indicators, the quality of an employee's performance can be known both by how an employee carries out their duties and by how an employee evaluates themselves on what they do.

According to the definition of experts, employee performance is a result that can be measured in terms of quantity and quality of the implementation of tasks given to employees within a certain period, while paying attention to rules and ethics in realizing company goals.

### **Conceptual Framework**

The theoretical framework for thinking regarding Career Development and Organizational Commitment to Employee Performance is described as follows:

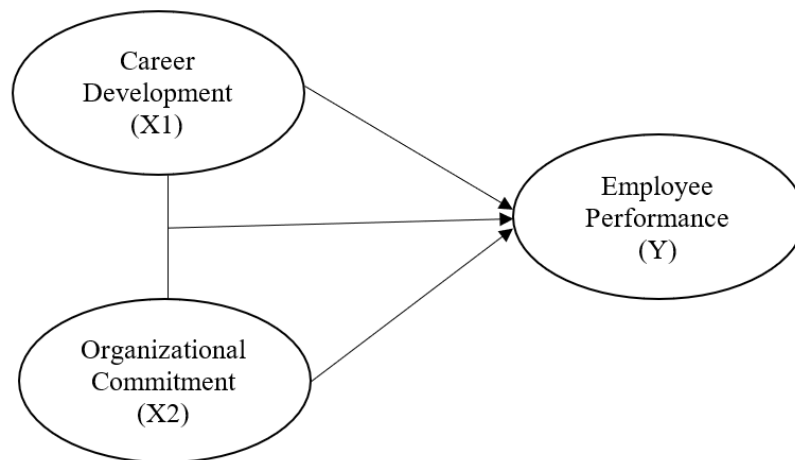
H1: Effect of Career Development on Employee Performance

Career development will be closely related to employee performance, the better the career development carried out by an employee will determine the performance results obtained both at the level of quality, accountability, and professionalism and the level of transparency, and service satisfaction.(Djohan & Surya, 2018).

Research conducted by Latief (2020), Khuzaimah (2017), and Puteri and Karyaningsih (2022) has a positive or simultaneous effect on career development on employee performance.

H2: The influence of organizational commitment on employee performance

Apart from career development in an institution or company, organizational commitment is also an important part that must be considered, organizational commitment can be seen and refers to the extent to which an individual adopts the values and goals of the organization in carrying out responsibilities and loyalty to the organization itself.



**Figure 1**  
**Conceptual Framework**  
(Ramli & Yudhistira, 2018)

Research conducted by Djohan and Surya (2023), Puteri and Karyaningsih (2022), and Ramli and Yudhistira (2018) stated that organizational commitment has a positive and significant effect on employee performance. However, in contrast to Telisa's (2020) research, shows that the results are not in line with other research.

H3: Influence of Career Development and Organizational Commitment on Employee Performance

Career development can be supported by strong organizational commitment so that the expected quality of performance is in line with the goals and visions to be achieved by the institution or company. The success of a company in managing human resources can also be seen in the successful completion of a task at work (Puteri & Karyaningsih, 2022).

Research conducted by Puteri and Karyaningsih (2022), Krisnayanti, et al (2022), and Djohan and Surya (2023) shows that career development and organizational commitment have a simultaneous/positive effect on employee performance.

## RESEARCH METHOD

This research uses a type of research using quantitative methods. According to Sugiyono, quantitative research methods are understood as based on philosophy, and positivism, used to research certain populations or samples, collect data using research instruments, and quantitative or statistical analysis of data with the aim of testing predetermined hypotheses (Sugiyono, 2019). The approach used is an associative research approach. Associative research is a research problem formulation that asks about the relationship between two or more variables, while a causal relationship is a relationship that is cause and effect. Therefore, there are two variables here, namely the independent variable (the variable that influences) and the dependent variable (the variable that is influenced) (Sugiyono, 2019). to explain the influence of career development and organizational commitment on employee performance at the Human Resources Development Personnel Agency (BKPSDM).

As for the formulation of the causal relationship problem in this research is to determine the influence between the independent variables (influencing variables), namely the influence of career development (X1) and Organizational Commitment (X2), and the dependent variable (influenced variable), namely employee performance (Y).

The population in this research is all 83 employees at the Cirebon Regency Human Resources Development Personnel Agency (BKPSDM) using a saturated sampling technique that aims to use the entire population as the research sample.

The data collection techniques used are questionnaires, observation, and documentation using data analysis techniques in the form of multiple linear regression to be able to test the research hypotheses that have been prepared. The formula for the multiple linear regression equation is as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + \dots + b_n X_n$$

Information :

Y = dependent variable (Employee Performance)

a = constants  $b_1, b_2, \dots$ ,

- bn = regression coefficient value
- X1 = Career Development
- X2 = Organizational Commitment
- b1 = Career Development Regression Coefficient
- b2 = Organizational Commitment Coefficient

## RESULTS AND DISCUSSION

### Validity Test

Validity tests are carried out to measure whether the research instrument is truly capable of measuring the constructs used. To obtain the validity of the questionnaire, efforts are focused on achieving content validity. This validity shows the extent to which the differences obtained with the measurement instrument reflect the actual differences in the respondents studied.

**Table 3**  
**Questionnaire Collection Results**

Item	Corrected Value Items Total Correlation /r Count	Sig	r Table	Criteria
1	1	0,000	0.221	Valid
2	0.364	0.001	0.221	Valid
3	0.220	0.045	0.221	Valid
4	- 0.026	0.814	0.221	Invalid
5	0.025	0.821	0.221	Valid
6	0.002	0.984	0.221	Valid
7	- 0.049	0.655	0.221	Invalid
8	- 0.007	0.949	0.221	Invalid
9	0.123	0.263	0.221	Valid
10	0.051	0.643	0.221	Valid

Source: Results of data processing and SPSS Program

**Table 4**  
**Questionnaire Collection Results**

Item	Corrected Value Items Total Correlation /r Count	Sig	r Table	Criteria
1	1	0,000	0.221	Valid
2	0.365	0.001	0.221	Valid

3	<b>0.113</b>	0.307	0.221	Valid
4	<b>0.158</b>	0.150	0.221	Valid
5	<b>0.224</b>	0.040	0.221	Valid
6	<b>0.250</b>	0.022	0.221	Valid
7	<b>- 0.036</b>	0.745	0.221	Invalid
8	<b>0.315</b>	0.004	0.221	Valid
9	<b>0.258</b>	0.018	0.221	Valid
10	<b>0.314</b>	0.004	0.221	Valid

Source: Results of data processing and SPSS Program

**Table 5**  
**Questionnaire Collection Results**

<b>Item</b>	<b>Corrected Value Items Total Correlation /r Count</b>	<b>Sig</b>	<b>r Table</b>	<b>Criteria</b>
1	1	0,000	0.221	Valid
2	<b>0.485</b>	0,000	0.221	Valid
3	<b>0.447</b>	0,000	0.221	Valid
4	<b>0.345</b>	0.001	0.221	Valid
5	<b>0.189</b>	0.086	0.221	Valid
6	<b>0.158</b>	0.152	0.221	Valid
7	<b>0.338</b>	0.002	0.221	Valid
8	<b>0.243</b>	0.026	0.221	Valid
9	<b>0.344</b>	0.001	0.221	Valid
10	<b>0.528</b>	0,000	0.221	Valid

Source: Results of data processing and SPSS Program

### **Reliability Test**

Reliability testing is intended to determine the level of consistency of instruments that measure concepts. Reliability is a requirement for achieving the validity of a questionnaire with certain objectives. In measuring the reliability of the measurement tool used is the Cronbach Alpha Technique. If the Cronbach's Alpha value is greater than 0.6 then the respondents' answers to the questionnaire as a measuring tool are considered reliable. If Cronbach's Alpha is smaller than 0.6 then the respondents' answers to the questionnaire as a measuring tool are declared unreliable.

**Table 6**  
**Reliability Test Results**

Variable	Cronbach's value Alpha	Cronbach's value Perception Alpha	Conclusion
Career Development	0.441	0.582	Reliable
Organizational Commitment	0.312	0.493	Reliable
Employee Performance	0.410	0.667	Reliable

Source: Results of data processing and SPSS Program

**Multiple Correlation Analysis Test**

**Table 7**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.436a	.190	.170	.338	.190	9,492	2	81	.000

Source: Results of data processing and SPSS Program

The discussion section interprets the meaning of the research results, whether they meet expectations or not. Based on the summary table, it is known that the magnitude of the relationship between career development and organizational commitment which interferes with employee performance as calculated by the correlation coefficient is 0.436, this shows a moderate influence. Meanwhile, the contribution of influence arising from the Career Development and Organizational Commitment variables is 20%, while 80% is determined by other variables.

**Ho:** Career development and organizational commitment which play a mediating role are simultaneously and significantly related to employee performance.

**Ha:** Career development and organizational commitment which play a mediating role are not simultaneously and significantly related to employee performance.

Based on the Model Summary table, the probability value (sig.F change) = 0.000 is obtained. Because the sig. F change value is  $0 < 0.5$ , the decision is that Ha is rejected and Ho is accepted. This means: career development and organizational commitment which plays a mediating role is simultaneously and significantly related to employee performance.

## Hypothesis Test (T Test)

**Table 8**  
**Hypothesis Test Results**

<b>Variable</b>	<b>Sample Original</b>	<b>Standard Deviation</b>	<b>F statistics</b>	<b>P Values</b>	<b>Hypothesis Results</b>
PK→KP	0.393	0.332	10,161	0.002	H1: Supported
KO→KP	0.367	0.414	16,946	0,000	H2: Supported
PK KO → KP	0.643	0.491	9,492	0,000	H3: Supported

Source: Results of data processing and SPSS Program

### **The Influence of Career Development on Employee Performance**

The p-value in the first hypothesis, between the Career Development variable and Employee Performance, is 0.002 ( $< 0.05$ ), which means the hypothesis is supported. In other words, the findings have a significant effect on the Career Development variable on Employee Performance.

### **The Effect of Organizational Commitment on Employee Performance**

The findings show that Organizational Commitment has a significant effect on Employee Performance, with a p-value of 0.000 ( $< 0.05$ ), which means that the second hypothesis between these variables is positively correlated with each other.

### **The Influence of Career Development and Organizational Commitment on Employee Performance**

The results show that the final hypothesis which predicts that Career Development and Organizational Commitment influence Employee Performance in competitive businesses is supported because the p-value is 0.000 ( $< 0.05$ ).

## **CONCLUSION**

Based on the results of research carrying out various stages of data processing and analysis in this research regarding the Influence of Career Development and Organizational Commitment on Employee Performance at the Civil Service and Human Resources Development Agency of Cirebon Regency, the researcher concluded that research results show that these three variables have a significant influence on employee performance. This confirms the importance of these factors in improving overall employee performance. This

shows that career development and organizational commitment play an important role in employee performance in government service.

In this research, the influence of Career Development and Organizational Commitment on Employee Performance at the Cirebon Regency Personnel and Human Resources Development Agency still has research limitations which include that the variables used in this research do not represent all the factors that influence Employee Performance. Therefore, future researchers are expected to be able to conduct research by expanding the scope of research using other variables outside of career development and Organizational Commitment to show other things that influence the level of employee performance.

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