



The Effect of Career Development and Job Satisfaction on ASN Employee Performance Through Organizational Commitment in Bengkulu City

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ABSTRACT

This study aims to analyze the effect of career development and job satisfaction on the performance of Civil Servants (ASN) in Bengkulu City with organizational commitment as a mediating variable. The study employed a quantitative approach using a survey method. The population consisted of civil servants working in various Regional Government Organizations in Bengkulu City. A total of 369 respondents were selected using cluster random sampling. Data were analyzed using Partial Least Square (PLS) through SmartPLS software. The results indicate that career development and job satisfaction have a positive and significant effect on employee performance and organizational commitment. Furthermore, organizational commitment was found to mediate the relationship between career development, job satisfaction, and employee performance. These findings highlight the importance of improving career development programs, job satisfaction, and organizational commitment to enhance the performance of civil servants in Bengkulu City.

Keywords: Career Development, Job Satisfaction, Employee Performance, Organizational Commitment

Introduction

Human resources are considered one of the most valuable assets in achieving organizational goals. The quality and performance of human resources directly influence organizational effectiveness and the achievement of organizational objectives (Rony et al., 2024). Therefore, effective human resource management is essential to enhance employees' competencies, commitment, and performance, enabling organizations to deliver better organizational outcomes (Cooper et al., 2019). The findings of this study indicate that career development, job satisfaction, and organizational commitment play important roles in improving the performance of Civil Servants (ASN).

Career development has a significant contribution to employee performance. Employees who perceive that they have opportunities for career advancement tend to demonstrate higher motivation, stronger responsibility, and better work performance. These findings support the argument that human resource development is an important organizational strategy for improving employee capabilities and achieving organizational objectives (Cooper et al., 2019). In public organizations, where structural promotion opportunities are often limited, organizations should provide alternative career development programs such as training, competency development, and professional certification to maintain employee motivation and performance. Career development has a significant contribution to employee performance. Employees who perceive that they have opportunities for career advancement tend to demonstrate higher motivation, stronger responsibility, and better work performance. These findings support the argument that human resource development is an important organizational strategy for improving employee capabilities and achieving organizational objectives (Cooper et al., 2019). In public organizations, where structural promotion opportunities are often limited, organizations should provide alternative career development programs such as training, competency development, and professional certification to maintain employee motivation and performance.

Job satisfaction is another important factor affecting employee performance. Employees who are satisfied with their work environment, recognition, supervision, and organizational support are more likely to perform their duties effectively. This finding is consistent with Herzberg's Two-Factor Theory, which explains that motivational factors, including achievement, recognition, and career advancement, increase job satisfaction, while hygiene factors such as working conditions and interpersonal relationships reduce job dissatisfaction (Herzberg, 1959). Furthermore, according to Locke's Value-Percept Theory, job satisfaction emerges when employees perceive that the rewards and working conditions provided by the organization are consistent with their expectations (Locke, 1976). Therefore, improving both intrinsic and extrinsic aspects of work is essential to enhance

employee satisfaction and performance. The results also demonstrate that organizational commitment mediates the relationship between career development, job satisfaction, and employee performance. Employees with higher organizational commitment tend to exhibit greater loyalty, responsibility, and willingness to contribute to organizational success. This finding suggests that career development and job satisfaction not only influence performance directly but also strengthen employees' emotional attachment to the organization, which subsequently improves their performance. These findings are consistent with the perspective that organizational commitment represents an important psychological mechanism linking human resource management practices with employee performance (Rony et al., 2024).

Overall, this study provides empirical evidence that career development and job satisfaction improve employee performance both directly and indirectly through organizational commitment among Civil Servants in Bengkulu City. These findings emphasize the importance of implementing integrated human resource management policies that simultaneously promote career development, enhance job satisfaction, and strengthen organizational commitment. Such strategies are expected to improve employee performance and support the delivery of high-quality public services (Cooper et al., 2019; Rony et al., 2024).

Research Metodology

This study employed a quantitative research approach using a survey method. According to Indrawan and Yaniawati (2017), quantitative research is a form of scientific inquiry that examines a phenomenon by analyzing the relationships among variables within a defined problem. These relationships may be causal or functional. The primary objective of quantitative research is to determine the significance of the hypothesized model as a solution to the research problem. Because quantitative research relies on mathematical proof, it emphasizes three essential aspects: definition, measurement, and hypothesis testing (Indrawan & Yaniawati, 2017). The research was conducted over a period of 19 months at various Regional Government Organizations in Bengkulu City, Indonesia. The study population consisted of 4,830 Civil Servants (ASN) distributed across 40 regional government agencies.

The sampling technique used was cluster random sampling. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in 369 respondents. Primary data were collected through a structured questionnaire distributed to the selected respondents. The study examined four variables: Career Development (X1), Job Satisfaction (X2), Organizational Commitment (Z) as the mediating variable, and Employee Performance (Y) as the dependent variable. Data were analyzed using the Partial Least Squares–Structural Equation Modeling

(PLS-SEM) approach with SmartPLS version 3.2.7. The analysis consisted of two stages. First, the outer model was evaluated to assess the validity and reliability of the measurement model through convergent validity, discriminant validity, composite reliability, and Cronbach's alpha. Second, the inner model was evaluated to examine the structural relationships among variables, including hypothesis testing, coefficient of determination (R^2), path coefficients, and the mediating effect of organizational commitment.

Results And Discussion

Respondent Characteristics

This study involved 369 Civil Servants (ASN) from 40 Regional Government Organizations (OPD) in Bengkulu City. Most respondents were female (54.4%), aged 25–35 years (50.2%), held a bachelor's degree (74.6%), and had more than five years of work experience (44%). The outer model evaluation showed that all indicators were valid, with outer loading values ranging from 0.731 to 0.881.

The findings indicate that career development, job satisfaction, and organizational commitment contribute to improving employee performance (Febrianti et al., 2020; Eliyana, 2019). However, previous studies reported inconsistent results regarding the mediating role of organizational commitment (Dewi & Nurhayati, 2021; Yuesti & Adnyana, 2022; Putra et al., 2023). Therefore, the novelty of this study is providing empirical evidence on the mediating role of organizational commitment in the relationship between career development, job satisfaction, and employee performance among Civil Servants in Bengkulu City.

Measurement Model Evaluation (Outer Model)

Convergent validity testing showed that all indicators had outer loading values above 0.70, with values ranging from 0.731 to 0.881. These results indicate that all indicators accurately represent the constructs being measured, thus meeting convergent validity criteria.

Hasil Uji Validitas Diskriminan (Discriminant Validity)

Variabel	<i>Average Variance Extracted (AVE)</i>
Career Development (X1)	0,665
Job Satisfaction(X2)	0,632
Employee Performance(Y)	0.672
Organizational Commitment (Z)	0.694

Source: SmartPLS Output Processed by Researchers, 2025

Based on the results of the Discriminant Validity test shown in Table 4.2, all variables in this study have met the criteria for discriminant validity. Discriminant validity is used to determine whether a variable is truly different and not mixed with other variables in the model. This test is seen from the Average Variance Extracted (AVE) value, which according to Abdillah and Hartono (2015) is said to meet the requirements if the value is more than 0.50. This value indicates that more than 50% of the information from the indicator can be explained by the measured variable. The test results show that the Career Development variable (X1) has an AVE value of 0.665, Job Satisfaction (X2) of 0.632, Organizational Commitment (Z) of 0.694, and Employee Performance (Y) of 0.672. All of these values are above the recommended minimum value, which is 0.50. Thus, it can be concluded that all variables in this study have met the criteria for discriminant validity.

Table 2. Reliability Test Results

Variabel	<i>Composite Reliability</i>	<i>Cronbach's Alpha</i>	Keterangan
Career Development(X1)	0.941	0.928	Reliabel
Job Satisfaction (X2)	0.945	0.935	Reliabel
Employee Performance(Y)	0.958	0.951	Reliabel
Organizational Commitment(Z)	0.965	0.960	Reliabel

Based on the reliability test results shown in Table 4.3, all constructs in this study were declared reliable. The reliability test aims to determine the extent to which the indicators used in a construct can produce consistent and reliable data. In this study, reliability testing was conducted using two measures, namely Composite Reliability and Cronbach's Alpha. According to Hair et al. (2017), a construct is declared reliable if the Composite Reliability and Cronbach's Alpha values are greater than 0.70.

The test results show that the Career Development variable (X1) has a Composite Reliability value of 0.941 and a Cronbach's Alpha of 0.928. The Job Satisfaction variable (X2) obtained a Composite Reliability value of 0.945 and a Cronbach's Alpha of 0.935. The Employee Performance variable (Y) has a Composite Reliability value of 0.958 and a Cronbach's Alpha of 0.951. Meanwhile, the Organizational Commitment (Z) variable showed a Composite Reliability value of 0.965 and a Cronbach's Alpha of 0.960. All of these values exceeded the minimum

required threshold of 0.70.

Conclusion

This study employed a quantitative approach to examine the effects of career development and job satisfaction on the performance of Civil Servants (ASN) in Bengkulu City, with organizational commitment serving as a mediating variable. The findings indicate that career development and job satisfaction have a positive and significant effect on employee performance. In addition, both career development and job satisfaction positively and significantly influence organizational commitment, which in turn has a positive and significant effect on employee performance. The results further confirm that organizational commitment mediates the relationships between career development, job satisfaction, and employee performance. These findings suggest that improving employee performance requires continuous career development opportunities, higher job satisfaction, and stronger organizational commitment.

Suggestion

1. The Bengkulu City Government should strengthen transparent and competency-based career development programs to enhance employee motivation, organizational commitment, and performance.
2. Public organizations should improve job satisfaction by providing a supportive work environment, fair reward systems, and continuous opportunities for employee development.
3. Organizational commitment should be strengthened through effective leadership, open communication, and a positive organizational culture to sustain high employee performance.
4. The Bengkulu City Government should strengthen transparent and competency-based career development programs to enhance employee motivation, organizational commitment, and performance.
5. Public organizations should improve job satisfaction by providing a supportive work environment, fair reward systems, and continuous opportunities for employee development.
6. Organizational commitment should be strengthened through effective leadership, open communication, and a positive organizational culture to sustain high employee performance.

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