

THE EFFECT OF TRAINING AND DEVELOPMENT, SOCIAL SUPPORT AND CAREER DEVELOPMENT ON WORK PERFORMANCE MEDIATED BY ORGANIZATIONAL COMMITMENT



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ABSTRACT

This study investigates how training and development, social support, and career development influence employees' work performance, with organizational commitment as a mediating factor. The research was conducted at the Witness and Victim Protection Agency (LPSK) in Jakarta, involving 305 respondents selected through purposive sampling. Descriptive statistics were used to summarize the data, and hypotheses were tested using Structural Equation Modeling (SEM) with AMOS version 24. The findings indicate that training and development significantly enhance both organizational commitment and work performance, underscoring the value of skill improvement and continuous learning. Social support was also found to positively affect employees' commitment and performance, highlighting the importance of a collaborative and supportive work environment. Furthermore, career development contributes positively to organizational commitment and work performance, emphasizing the role of clear growth opportunities in motivating employees. Organizational commitment itself was shown to have a direct positive effect on work performance and mediates the relationships between the three factors and employee performance. These results suggest that LPSK can improve overall performance and commitment by implementing targeted training initiatives, fostering a supportive workplace culture, and providing structured career advancement opportunities. This comprehensive approach is expected to strengthen employee engagement, enhance productivity, and sustain organizational effectiveness in the long term.

Keywords: Training and Development; Social Support; Career Development;
Work Performance ; Organizational Commitment

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INTRODUCTION

Government has undergone significant changes in the era of globalization, with increasing competition between countries and rising public expectations. According to Indermun and Mthembu (2015), government organizations are motivated to continuously innovate to meet the needs of society. The performance of government agencies is crucial to support stability, economic growth, and public welfare (Srimarchea and Aziza 2021).

In recent years, the number of protection requests received by LPSK has significantly increased. According to the LPSK Performance Report 2022, requests surged by 232.21%, from 2,341 in 2021 to 7,777 in 2022 (lpsk.go.id). This highlights the growing public expectation for LPSK's performance in providing protection services, necessitating continuous improvement in employee performance.

The quality of human resources (HR) in government institutions is crucial in meeting these demands. HR development helps organizations adapt to changes in order to achieve their goals (Amamehi and Tanuwijaya 2022). Evidence shows that high-quality HR improves employee performance and contributes to better public services (Prastiwi, et al., 2022).

Training and development, social support, and career development are crucial for improving employee performance in government institutions. Training enhances the skills and knowledge necessary for better performance (Dewine, et al., 2017). Social support from colleagues and supervisors improves job satisfaction and performance (Chen et al. 2020; Kim and Qu 2020). Career development helps employees achieve professional goals and increases motivation and commitment to work (Shvyrev et al. 2021). High organizational commitment plays a significant role in driving performance (Sarhan et al. 2020). Despite the government's efforts to enhance employee performance, barriers such as lack of support and resources remain. This study aims to analyze the impact of training, social support, and career development on performance mediated by organizational commitment at LPSK Jakarta.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES

Training and Development

Training and development are essential elements in human resource management that significantly impact organizational commitment, outcomes, and work values (Aboramadan et al. 2020). It involves a systematic process of enhancing employees' knowledge, skills, attitudes, and competencies to improve job performance and achieve organizational goals (Camilleri 2021). Xuecheng et al., (2022) describe it as a process where companies improve employees' abilities, enabling them to perform tasks more successfully. Training and development play a vital role in boosting knowledge, skills, loyalty, and productivity, ultimately enhancing competitive advantage (Bao et al. 2021). In conclusion, training and development are processes that improve employees' capabilities, significantly impacting work quality, organizational commitment, and performance.

Social Support

Social support is the perceived assistance someone feels they can access, which includes empathy and practical help from others in their environment, as explained by Izzah et al., (2022). Setiyanto and Wulandari (2019) further describe it as involving interpersonal relationships, offering support that leads to satisfaction, gratitude, and a sense of being cared for. Zhong et al., (2021) emphasize that it helps individuals feel less stressed and

more secure. Lee et al., (2021) highlight that a supportive work environment reduces emotional stress, aids career development, and helps employees handle personal, professional, and career challenges. In conclusion, social support refers to the perception of receiving help, empathy, and integration that fosters security, care, and career progression, while reducing emotional stress.

Career Development

Career development is an essential process, especially in the current era of technology and globalization, where organizations compete to adapt to a dynamic work environment that demands the latest skills and knowledge (Gyansah and Guatai 2018). According to Charles-Leija et al., (2023), career development involves improving one's skills and knowledge to achieve career goals, such as through internal promotions. Sitompul et al., (2021) describe it as preparing workers for future positions by acquiring the necessary skills, knowledge, and behaviors to meet job changes and customer demands. Hosen et al., (2024) define career development as a systematic process that helps employees develop their capacity for higher positions.

Organizational Commitment

Organizational commitment refers to the degree of dedication a worker shows toward the organization's goals, coupled with a willingness to exert effort on its behalf (Balu et al., 2018). Jabri and Ghazzawi (2019) define it as the extent to which an employee identifies with and accepts organizational objectives, believing in them and desiring to remain part of the organization. It encompasses a person's engagement and intention to stay, alongside loyalty and the motivation to contribute positively to the company (Hadi and Tentama 2020). Harmen et al., (2020) describe organizational commitment as a psychological bond reflected through involvement, loyalty, value alignment, and a strong desire to persist and support organizational goals.

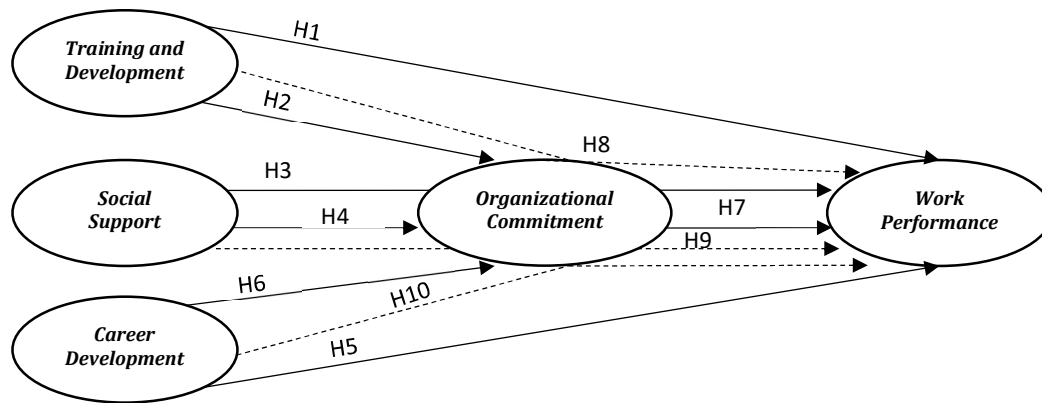
Work Performance

Work performance refers to the extent to which an individual fulfills job responsibilities according to predetermined performance criteria (Sharma and Sharma 2021). It reflects the quality and quantity of completed tasks and the individual's contribution to achieving organizational goals. Work performance is influenced by factors such as supervision, motivation, and a supportive work environment (Monicha and Oktaviannur 2024). According to Handyaningrum and Tanuwijaya (2023), work performance is the result of a combination of employee skills and expertise which includes the quality and quantity of task completion, as well as contextual performance which includes contributions in maintaining social relationships, psychological support, and non-formal tasks that help the organization's operations run.

Conceptual Framework

Prioritizing employee performance management is very important for an organization that wants to improve productivity, effectiveness, and quality of work (Triansyah et al., 2023). However, performance management not only monitors employee performance, but also provides training and development to improve employees' abilities and skills. It is important for companies to continuously track and improve employee performance to achieve long-term success. With training as an opportunity to improve performance, training must be provided in such a way that it can meet the career development needs of employees in government organizations (Damima and Hamim 2022).

In addition, social support can reduce on-site stress, improve employee quality of life, and improve performance (Foy et al. 2019). This highlights the importance of creating a work environment that supports employee well-being and performance. Performance is also influenced by organizational commitment, because organizational commitment increases the sense of responsibility, obligation, and bond with organizational goals (Sujendran 2023). As a result, employees give more effort and dedication. Based on these arguments, the conceptual framework in this study is as follows:



Source : Adapted from Hosen et al., 2024 and Vuong et al., 2023

Figure 1
Research Framework

Hosen et al., (2024), in their study on hospitality employees in Bangladesh, found that training and development positively and significantly enhance work performance. Similar results were reported by Sulaefi (2017) among employees at the Agricultural Extension College in Magelang, showing that training and development contribute to improved job performance. In addition, Gandhimathi et al. (2020) highlight that training and development not only foster positive employee attitudes but also strengthen work performance across various sectors, including banking. Overall, these findings demonstrate that training and development play a meaningful role in boosting employee performance.

Based on the explanation, the proposed hypothesis is:

H1: Training and development has a positive effect on the work performance of employees at LPSK in Jakarta

The research conducted by Hussain et al., (2020) on academic staff from seven public sector universities in Pakistan revealed that training and development plays an important role in increasing organizational commitment. Similarly, Hosen et al., (2024), in their research on hospitality employees in Bangladesh, found that statistically training and development has an effect on organizational commitment.

Research that Syofiana et al., (2018) conducted with the object of research on LPMP employees in North Sumatra Province, where the results showed training and development had a positive and significant effect on organizational commitment. Likewise, Khan et al., (2021), in their research on public sector hospital staff in Pakistan, found that training and development has a strong positive relationship with organizational commitment. Based on the explanation, the proposed hypothesis is:

H2: Training and development has a positive effect on organizational commitment among employees at LPSK in Jakarta

Vuong et al., (2023), in their study on employees of small and medium-sized enterprises in Vietnam, found that social support positively influences work performance, indicating that higher levels of workplace support can enhance employee outcomes. Similar findings were reported by Tehreem et al., (2023) in Pakistan, where social support was shown to improve work performance.

Research by Alsakarneh et al., (2023) on employees in Jordan's insurance sector also demonstrated that all dimensions of social support have a positive and significant relationship with job performance. Likewise, Javadian & Hosseini (2020), studying social workers in Tehran, confirmed that social support exerts a positive and significant effect on work performance. From the previous explanation, the proposed hypothesis is:

H3: Social support has a positive effect on work performance at LPSK in Jakarta

Vuong et al., (2023) in their study on permanent employees in small and medium-sized enterprises in Vietnam, identified a significant positive relationship between social support and organizational commitment. Similarly, the research conducted by Choi & Hwang (2022), with the object of research of teachers working in child care centers in Korea found a positive influence of social support on organizational commitment.

According to Azim and Islam (2018) who conducted a study with the object of private sector nurses in Saudi Arabia found that perceived social support positively affects organizational commitment. Yang et al., (2019) in their research on health workers from six hospitals across four cities in China, reported that social support is positively and significantly related to organizational commitment. Based on the explanation, the hypothesis developed is:

H4: Social support has a positive effect on organizational commitment among employees at LPSK in Jakarta

Research by Balbed & Sintaasih (2019) involving employees of PT Kanmo Group associated with the Havaianas brand in Bali provides empirical support indicating that career development has a positive and significant impact on work performance. Similarly, the study conducted by Wau & Purwanto (2021) on employees at MNC Studio demonstrated that career development is positively associated with employees' work performance.

Furthermore, Ali et al., (2019) states that there is a positive and significant relationship between career development and work performance on banking sector employees in Pakistan. In a different context, Otoo et al., (2019) found that career development enhances work performance among pharmaceutical industry employees in Ghana by strengthening employees' knowledge, skills, abilities, and competencies, which ultimately leads to improved efficiency and work performance. Based on these findings, the proposed hypothesis is:

H5: Career development has a positive effect on work performance of employees at LPSK in Jakarta

Liu et al., (2020) stated that career development is significantly associated with organizational commitment among female hotel employees in China. Consistent with this evidence, Rahayu et al., (2019) reported that career development positively and

significantly influences organizational commitment among staff working at the Regional Secretariat of the Jambi Provincial Government.

Similar findings were also presented by Sofyan et al., (2021), who observed that employees at Samsat offices across Lombok Island found a positive and significant effect of career development on organizational commitment. More recently, Ferdiana et al., (2023) showed a positive effect of career development on organizational commitment carried out on employees of a certain university. Based on the explanation, the proposed hypothesis is:

H6: Career development has a positive effect on organizational commitment among employees at LPSK in Jakarta

Chen (2023) reported that organizational commitment significantly and positively influences work performance among employees in Taiwanese companies. Supporting this, Chrisnanto & Riyanto (2020) found that employees at the Directorate General of Construction, Ministry of Public Works and Public Housing, demonstrated improved work performance as their organizational commitment increased.

Additional evidence comes from Ameen & Izci (2023), who observed a strong positive association between organizational commitment and work performance among public-sector employees in Erbil, Iraq. Similarly, Vuong et al., (2023) showed that permanent employees in small and medium-sized enterprises in Vietnam experienced higher work performance as their organizational commitment increased. Based on these findings, the following hypothesis is proposed:

H7: Organizational commitment positively affects the work performance of employees at LPSK in Jakarta

Research by Hosen et al., (2024) indicates that training and development positively influences work performance through the mediating effect of organizational commitment in hotel employees in Bangladesh. Consistent with this Hussain et al. (2020) found that training and development in seven public-sector universities in Khyber Pakhtunkhwa, Pakistan, strengthens organizational commitment, which in turn enhances employee loyalty and dedication, thereby improving performance. Sheikh et al., (2022) also emphasize that well-designed training programs foster organizational commitment, motivating employees to remain loyal and perform better. Accordingly, the proposed hypothesis is:

H8: Training and development positively affect work performance through organizational commitment at LPSK in Jakarta

Vuong et al., (2023) demonstrated that social support at the workplace enhances work performance via organizational commitment among permanent employees in small and medium-sized enterprises in Vietnam. Similarly, Setiabudhi et al., (2021) found that social support strengthens employee engagement through increased organizational commitment. Jean & Mathurin (2019) further highlighted that support from colleagues and the organization promotes loyalty and commitment, which ultimately improves performance. Based on these insights, the hypothesis is:

H9: Social support positively affects work performance mediated by organizational commitment at LPSK in Jakarta

Hosen et al., (2024), in a study involving hospitality employees in Bangladesh, found that career development is associated with increased organizational commitment,

which in turn enhances work performance. Supporting this finding, Muawanah, et al., (2022) demonstrated that career development positively affects work performance through organizational commitment among employees of the Ministry of Finance in East Java.

Additional evidence from Yuesti and Adnyana (2022) indicates that organizational commitment plays a key role in strengthening the link between career development and employee performance outcomes. To enhance work performance, organizations can foster greater employee commitment through strategies such as career development initiatives, targeted training programs, and competitive compensation. In turn, higher organizational commitment can motivate employees to perform better and increase their intention to remain with the organization (Sencherey et al. 2022). Based on these findings, the following hypothesis is proposed:

H10: Career development positively affects work performance through organizational commitment at LPSK in Jakarta

METHOD

This study employs a quantitative research design with hypothesis testing to examine the effects of training and development, social support, and career development on work performance, with organizational commitment as a mediating variable at LPSK in Jakarta. Data were collected using a cross-sectional design, in which data are collected at a single point in time, a commonly used approach for studies aiming to measure relationships between variables within a defined population (Creswell and Creswell 2017). A purposive sampling was used to select employees who met the criteria relevant to the study, as this method allows researchers to intentionally include participants with specific characteristics needed for valid analysis (Etikan et al., 2016). A total of 305 employees participated, and data were gathered via online questionnaires supported by secondary sources.

Data analysis involved validity and reliability testing. Validity was examined through factor loading values to ensure each indicator accurately measured its construct (Hair et al. 2019).

Before presenting the results of the validity test, Table 1 provides an overview of the minimum factor loading thresholds required based on sample size.

Table 1
Factor loading Based on Sample Size

Factor Loading	Sample Size needed for Significance
0,30	350
0,35	250
0,40	200
0,45	150
0,50	120
0,55	100
0,60	85
0,65	70
0,70	60
0,75	50

Source : Hair et al., 2019

Table 1 presents the minimum factor loading necessary for an item to be deemed valid, taking into account the sample size. According to the recommendation by (Hair et al. 2019), factor loading indicates the extent to which an item accurately reflects its underlying construct. Based on this standard, the criteria for validity are as follows:

- Items with a factor loading of 0.35 or higher are considered valid.
- Items with a factor loading below 0.35 are considered invalid.

Subsequently, Table 2 provides the results of the validity testing, indicating which items satisfy the established factor loading threshold.

Table 2
Validity Test Results

No.	Statement	Factor Loading	Description
Training and Development			
1	Employees receive extensive customer service training before interacting with customers	0.852	Valid
2	Employees receive training on how to better serve customers.	0.822	Valid
3	Employees are trained to handle customer complaints.	0.822	Valid
4	Employees receive training on how to handle customer issues.	0.755	Valid
Social Support			
Supervisor support			
1	My boss genuinely cares about my well-being.	0.835	Valid
2	My manager takes the time to learn about my career goals and aspirations.	0.820	Valid
3	My manager actively helps me to prepare for my next career move.	0.789	Valid
4	My boss listens to and considers my opinions.	0.808	Valid
Co-worker support			
1	My coworkers give praise to someone who has done a good job.	0.792	Valid
2	I can talk about work-related issues with coworkers.	0.779	Valid
3	I can talk about non-work-related issues with coworkers.	0.809	Valid
4	My coworkers help each other when someone needs to improve their performance.	0.832	Valid
Career Development			
1	A formal process for achieving career development is important to me.	0.872	Valid
2	Career development is important to me	0.872	Valid
3	I understand the importance of continuous career development.	0.856	Valid
4	Career planning methods are important to support my career development.	0.801	Valid
5	Career management programs are important to support my career development.	0.845	Valid
Work Performance			
1	I take on additional responsibilities.	0.814	Valid
2	I start new tasks on my own, when old tasks are completed.	0.827	Valid
3	I take on challenging work assignments, when available.	0.801	Valid
4	I strive to keep job knowledge current.	0.830	Valid
5	I strive to keep job skills current.	0.833	Valid
6	I find creative solutions to new problems.	0.842	Valid
7	I am constantly looking for new challenges on the job.	0.835	Valid
8	I actively participate in work meetings.	0.841	Valid
Organizational Commitment			
1	I am willing to put in more effort than is normally expected for the success of the organization.	0.852	Valid
2	My values and those of this organization are very similar.	0.853	Valid
3	I am proud to tell others about being part of this organization.	0.853	Valid

4	I am very happy to choose the organization when considering joining.	0.834	Valid
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Source : Data processed using SPSS version, 2024

Table 2 shows that all factor loading values for all variables are greater than 0.35. These results indicate that the indicators used to measure training and development, social support, career development, work performance, and organizational commitment are valid and can effectively represent each construct.

Table 3 presents the reliability test results. All variables show Cronbach's Alpha values above the minimum criterion of 0.70, indicating good internal consistency. Based on this criterion, all variables are considered reliable and appropriate for further analysis (Nunnally and Bernstein 1994).

Table 3
Reliability Test

No	Variabel	Item	Cronbach's Alpha	Conclusion
1	Training and Development	4	0,828	Reliable
2	Social Support	8	0,924	Reliable
3	Career Development	5	0,903	Reliable
4	Work Performance	8	0,934	Reliable
5	Organizational Commitment	4	0,869	Reliable

Source : Data processed using SPSS version, 2024

Table 3 reports the Cronbach's Alpha values for the variables of training and development, social support, career development, work performance, and organizational commitment. All coefficients exceed the 0.60 threshold, indicating that the items are reliable for further analysis (Hair et al. 2019); (Nunnally and Bernstein 1994).

Table 4 presents the goodness-of-fit criteria used to evaluate whether the overall structural model meets the recommended thresholds for an acceptable model fit.

Table 4
Goodness-of-Fit Model Test Results

Type of Measurement	Index	Fit Target	Description
Absolute Fit Indices	CMIN= 2950.889; P = 0.000)	p Value > 0.05	Poor Fit
	RMSEA = 0,084	$0.05 \leq \text{RMSEA} < 0.10$	Good Fit
	RMR = 0.049	$-4.0 < x < 4.0$	Good Fit
Incremental Fit Indices	NFI = 0,753	0 - 1	Good Fit
	CFI = 0,816	0 - 1	Good Fit
	IFI = 0,817	0 - 1	Good Fit
	RFI = 0,739	0 - 1	Good Fit
Parsimony Fit Indices	AGFI = 0.642	$\leq \text{GFI} (0.676)$	Good Fit
	PNFI = 0.711	$\geq \text{NFI} (0.868)$	Poor Fit

Source: Results of data management using AMOS, 2024

Based on the test results using AMOS software, a summary of the model fit index is obtained as shown in table 4. Based on the results of GOF testing both on the full sample

model passed several criteria. It is concluded that in each type of measurement this model passes several criteria.

RESULTS AND DISCUSSION

Data Analysis

This study uses a questionnaire distributed online to 305 employees who work at LPSK for sampling. The minimum sample size used is (5 to 10) the number of indicators (Hair et al. 2019) This study has 29 question items, so the sample in this study is:

- Minimum sample = $29 \times 5 = 145$
- Maximum sample = $29 \times 10 = 290$

The sample in this study was 305 respondents.

Table 5 presents the demographic distribution of respondents based on gender, providing an overview of participant characteristics included in the analysis.

Table 5
Respondent Demographics Based on Gender

Gender	Frequency	Percentage (%)
Male	191	62.6
Female	114	37.4
Total	305	100

Source : Data processed using SPSS version, 2024

Based on Table 5, the respondent characteristics by gender are dominated by males, totaling 191 individuals or 62.6% of the 305 respondents. Meanwhile, the number of female respondents is 114, accounting for 37.4%. This indicates that LPSK has more jobs involving high-risk fieldwork, which requires physical strength, mental resilience, and courage in facing dangerous situations.

Table 6 presents the distribution of respondents by age, offering a clearer picture of the workforce composition across age groups.

Table 6
Respondent Characteristics by Age

Age	Frequency	Employee Percentage (%)
20-30 Years	57	18.7
30-40 Years	133	43.6
40-50 Years	108	35.4
>50 Years	7	2.3
Total	305	100

Source : Data processed using SPSS version, 2024

Based on table 6, it is known that of the 305 respondents in this study, the majority of employees aged 30-40 years, namely 133 respondents with a percentage value of 43.6% because employees of this age tend to have sufficient work experience, career stability, and flexibility needed by the institution.

Table 7 provides information on the respondents' educational background, illustrating the distribution of employees based on their highest level of formal education.

Table 7
Respondent Demographics Based on Last Education Level

Last Education	Frequency	Employee Percentage (%)
Diploma (D1/D2/D3)	23	7.5
Bachelor's Degree (S1)	277	90.8
Master's Degree (S2)	5	1.6
Total	305	100%

Source : Data processed using SPSS version, 2024

Based on Table 7, the data concludes that the majority of the 305 respondents in this study hold a Bachelor's degree (S1), accounting for 277 respondents or 90.8%. This is because the institution tends to require employees with higher educational qualifications who possess in-depth knowledge and skills, particularly in the fields of law and human rights protection, which are primarily acquired through a Bachelor's (S1) education.

To further describe the respondents' background, Table 8 presents the distribution of employees based on their length of employment.

Table 8
Respondent Demographics by Length of Employment

Length of Employment	Frequency	Employee Percentage (%)
< 1 tahun	37	18.7
1-5 tahun	120	43.6
>5-10 tahun	129	35.4
> 10 tahun	19	2.3
Total	305	100%

Source : Data processed using SPSS version, 2024

Table 8 shows that the majority of employees have a tenure of more than 5–10 years, totaling 129 people or 35.4% of the 305 respondents. This is because, within 6–10 years of work, employees generally achieve job stability and gain sufficient experience. This period also indicates that employees have been with the organization long enough to understand its systems and processes while still having the motivation to grow and contribute effectively.

To provide an overview of respondents' perceptions of each research variable, Table 9 presents the descriptive statistics for the Training and Development variable.

Tabel 9
Descriptive Statistics of Training and Development

No.	Indicators	Mean
1	Employees receive extensive customer service training before interacting with customers	4,27
2	Employees receive training on how to better serve customers.	4,23
3	Employees are trained to handle customer complaints.	4,41
4	Employees receive training on how to handle customer issues.	4,46
	Mean Training and Development	4,34

Source: Questionnaire data processed using SPSS, 2024

Based on Table 9, the mean value of the training and development variable is 4.34, indicating that respondents generally agree that LPSK provides adequate training programs to enhance employee skills and performance. The highest mean value (4.46) reflects the effectiveness of training related to handling customer issues, while the lowest mean value (4.23) suggests that some training aspects still have room for improvement.

To further describe respondents' perceptions of other variables, Table 10 presents the descriptive statistics for the Social Support variable.

Table 10
Descriptive Statistics Social Support

No.	Indicators	Mean
Supervisor support		4.09
1	My boss genuinely cares about my well-being.	4.10
2	My manager takes the time to learn about my career goals and aspirations.	4.08
3	My manager actively helps me to prepare for my next career move.	4.05
4	My boss listens to and considers my opinions.	4.14
Co-worker support		4.14
1	My coworkers give praise to someone who has done a good job.	4.20
2	I can talk about work-related issues with coworkers.	4.12
3	I can talk about non-work-related issues with coworkers.	4.07
4	My coworkers help each other when someone needs to improve their performance.	4.16
Mean Social Support		4,12

Source: Questionnaire data processed using SPSS, 2024

Based on the descriptive statistics for the social support variable, the overall mean score is 4.12, indicating that respondents generally feel supported by colleagues and supervisors in completing tasks and managing workplace challenges. The highest mean score (4.20) reflects strong mutual respect among employees, while the lowest mean score (4.05) suggests that supervisor support in career-related matters still needs improvement.

To provide further insights on employee development perceptions, Table 11 presents the descriptive statistics for the Career Development variable.

Table 11
Descriptive Statistics Career Development

No.	Indicators	Mean
1	A formal process for achieving career development is important to me.	4,41
2	Career development is important to me	4,48
3	I understand the importance of continuous career development.	4,35
4	Career planning methods are important to support my career development.	4,28
5	Career management programs are important to support my career development.	4,34
Mean Career Development		4,37

Source: Questionnaire data processed using SPSS, 2024

Based on the descriptive statistics, the career development variable has an average score of 4.37, indicating that employees perceive career development practices as effective, particularly in terms of planning and support to enhance skills and career opportunities. The highest mean score (4.48) reflects strong employee awareness of the importance of continuous growth, while the lowest mean score (4.28) suggests that although career planning methods exist, their implementation still requires improvement.

To illustrate employees' perceptions of their performance levels, Table 12 presents the descriptive statistics for the Work Performance variable.

Tabel 12
Descriptive Statistics Work Performance

No.	Indicators	Mean
1	I take on additional responsibilities.	4,16
2	I start new tasks on my own, when old tasks are completed.	4,16
3	I take on challenging work assignments, when available.	4,24
4	I strive to keep job knowledge current.	4,36
5	I strive to keep job skills current.	4,31
6	I find creative solutions to new problems.	4,32
7	I am constantly looking for new challenges on the job.	4,15
8	I actively participate in work meetings.	4,35
Mean Work Performance		4,26

Source: Questionnaire data processed using SPSS, 2024

The work performance variable has an average score of 4.26, indicating that employees generally demonstrate strong performance. The highest mean score (4.36) highlights the importance of keeping job knowledge updated, while the lowest mean score (4.15) suggests that seeking new challenges still needs improvement.

Next, Table 13 presents the descriptive statistics for the organizational commitment variable.

Tabel 13
Descriptive Statistics Organizational Commitment

No.	Indicators	Mean
1	I am willing to put in more effort than is normally expected for the success of the organization.	4,21
2	My values and those of this organization are very similar.	4,10
3	I am proud to tell others about being part of this organization.	4,31
4	I am very happy to choose the organization when considering joining.	4,15
Mean Organizational Commitment		4,19

Source: Questionnaire data processed using SPSS, 2024

The organizational commitment variable has an overall average score of 4.19, indicating that employees demonstrate strong commitment to the organization. The highest mean score (4.31) reflects a high level of pride in being part of the organization, while the lowest mean score (4.10) shows that alignment between personal and organizational values, although positive, still has room for improvement.

Next, Table 14 presents the results of the hypothesis testing.

Tabel 14
Hypothesis Testing Results

Hipotesis	β	Prob	Conclusion
H1 : : Training and development has a positive effect on work performance	0.397	0.000	Supported
H2 : Training and development has a positive effect on organizational commitment	0.489	0.000	Supported
H3 : Social support has a positive effect on work performance	0.413	0.000	Supported

H4 : Social support has a positive effect on organizational commitment	0.179	0.000	Supported
H5 : Career development has a positive effect on work performance	0.354	0.000	Supported
H6 : Career development has a positive effect on organizational commitment	0.413	0.000	Supported
H7 : Organizational commitment has a positive effect on p work performance.	0.182	0.000	Supported
H8 : Training and a positive effect on work performance mediated by organizational commitment	0,072	0.0180	Supported
H9 : Social support has a positive effect on work performance which is mediated by organizational commitment.	0,075	0.0429	Supported
H10 : Career development has a positive effect on work performance which is mediated by organizational commitment.	0,064	0.0165	Supported

Source: Results of data processing using AMOS, 2024

Based on Table 14, the test results of all hypotheses show that the p-value is ≤ 0.05 , therefore the hypothesis is supported.

H1 : Training and development have a positive effect on work performance

The findings indicate that training and development significantly enhance work performance, supporting H1. This suggests that employees who receive relevant training and skill development perform their tasks more efficiently and achieve better outcomes. These results are in line with previous studies Hosen et al. (2024) reported a positive relationship between training and work performance, while Jayasuriya (2024) emphasized that targeted training improves specific skills that contribute to higher job performance. Similarly, Gandhimathi et al. (2020) found that well-designed training programs significantly boost employee performance. Overall, implementing effective training and development initiatives strengthens employees' capabilities and enhances overall performance.

H2 : Training and development has a positive effect on organizational commitment

The analysis reveals that training and development significantly improve organizational commitment, confirming H2. Employees who receive appropriate training tend to feel more loyal, responsible, and engaged with the organization's objectives. This aligns with previous research, which consistently demonstrates a positive relationship between training and organizational commitment (Hosen et al. 2024; Mandago and Kipcumba, 2024; Khan et al., 2021; Nandi et al., 2020). Therefore, effective training initiatives can reinforce employees' dedication and attachment to the organization.

H3 : Social support has a positive effect on work performance

Hypothesis testing shows that social support has a significant positive effect on work performance, supporting H3. Employees receiving encouragement and assistance from colleagues or supervisors are more motivated, valued, and capable of performing tasks effectively. This finding corresponds with prior studies: Prasad et al. (2024) noted that social support enhances motivation and productivity Vuong et al. (2023) eported a significant positive effect; Tehreem et al. (2023) and Alsakarneh et al. (2023) also confirmed that supportive work environments improve employee outcomes.

H4 : Social support has a positive effect on organizational commitment

The results demonstrate that social support significantly strengthens organizational commitment. Employees who feel supported by supervisors and peers show greater loyalty and involvement in achieving organizational goals. This is consistent with previous research: Vuong et al. (2023) and Choi and Hwang (2022) highlighted the positive effect of social support on organizational commitment; Devia and Prayekti (2022) and Yang et al. (2019) reported similar findings.

H5 : Career development has a positive effect on work performance

The fifth hypothesis is supported, showing that career development positively impacts work performance. Employees provided with clear promotion paths, coaching, and skill-enhancing programs are likely to perform more effectively. This aligns with prior studies: Kathukya and Igoki (2024) found that career development improves skills and motivation; Hia et al. (2023) reported enhanced performance through career development; Wau and Purwanto (2021), Ali et al. (2019) , and Otoo et al. (2019) similarly confirmed its positive and significant effect on employee performance.

H6 : Career development has a positive effect on organizational commitment

The results indicate that career development has a significant positive impact on organizational commitment, supporting H6. Providing employees with clear promotion opportunities, career-aligned training, and competence enhancement encourages greater responsibility, loyalty, and engagement with organizational goals. These findings are consistent with prior research: Budiarta et al., (2024) found a positive influence of career development on organizational commitment; Sofyan et al. (2021) reported similar results; Liu et al. (2020) and Rahayu et al. (2019) also confirmed significant positive relationships. Therefore, career development plays a critical role in fostering employees' commitment to the organization.

H7 : Organizational commitment has a positive effect on p work performance.

Hypothesis testing confirms that organizational commitment significantly enhances work performance, supporting H7. Employees with stronger commitment tend to perform more effectively and contribute optimally to organizational objectives. This aligns with previous studies. Pan and Arguelles (2024), Chen (2023), Ameen and Izci (2023), Hia et al. (2023), and Chrisnanto and Riyanto (2020) all highlighted the positive effect of organizational commitment on employee performance. Therefore, stronger organizational commitment leads to better work performance.

H8 : Training and a positive effect on work performance mediated by organizational commitment

The analysis shows that training and development improves work performance through organizational commitment, supporting H8. The indirect effect (0.072, $p = 0.018$) indicates that enhanced perceptions of training increase commitment, which subsequently boosts performance. However, the direct effect of training on performance (0.397) remains stronger, showing that organizational commitment reinforces but does not surpass the direct influence of training. Prior studies support this finding Hosen et al. (2024), Suyoto et al. (2023), and Hussain et al. (2020) confirming that commitment mediates and strengthens the effect of training on performance. Therefore, organizational commitment plays an important mediating role in supporting the impact of training and development on work performance.

H9 : Social support has a positive effect on work performance which is mediated by organizational commitment.

Social support was found to significantly influence work performance through organizational commitment, supporting H9. The indirect effect (0.075, $p = 0.0429$) shows that higher perceived support increases commitment, which in turn enhances performance. The direct effect (0.413) remains dominant, indicating that organizational commitment acts as a reinforcing but secondary mediator. Employees who experience supportive interactions, recognition, and collaboration tend to develop stronger attachment to the organization, improving performance. This aligns with prior findings. Vuong et al. (2023) found that organizational commitment mediates the effect of social support on performance. Suharto and Suprpto (2023) noted that stronger social support increases employee engagement and goal achievement. Jean and Mathurin (2019) also showed that support from colleagues and the organization enhances loyalty, organizational commitment, and performance. Therefore, organizational commitment plays a meaningful but secondary mediating role in strengthening the positive effect of social support on work performance.

H10 : Career development has a positive effect on work performance which is mediated by organizational commitment.

Career development was found to enhance work performance through organizational commitment, supporting H10. The indirect effect (0.064, $p = 0.0165$) shows that better career development increases commitment, which subsequently improves performance. The direct effect (0.354) remains stronger, indicating that career development directly contributes to performance while commitment provides additional reinforcement. These findings are supported by previous research (Hosen et al. 2024; Muawanah et al. 2022; Sencherey et al. 2022), highlighting the reinforcing but secondary role of organizational commitment in linking career development to performance. Therefore, while organizational commitment mediates the relationship, career development has a more substantial direct impact on work performance.

CONCLUSION AND SUGGESTION

The results of this study indicate that training and development, social support, and career development each have a positive effect on employees' work performance, with organizational commitment serving as a partial mediating factor. The findings highlight that implementing effective training programs, fostering a supportive organizational culture, and providing structured career development opportunities can enhance both employee performance and their commitment to the organization.

The results of this study suggest several managerial implications. Organizations should improve training and development by aligning programs with job needs and strengthening both technical and soft skills. A supportive work environment must also be encouraged through open communication and mentoring. Clear career development opportunities, including promotion pathways and career guidance, are essential to motivate employees. Strengthening organizational commitment is also important by aligning organizational and employee values and recognizing employee contributions.

This study is limited to LPSK Jakarta and specific variables; therefore, future research should involve other institutions or industries and examine additional factors such as transformational leadership or work-life balance to better understand their impact on work performance.

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