

The Influence of Career Development and Competence on Performance Mediated by Organizational Commitment on Employees of the Maluku Province Education Quality Assurance Center

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This study aims to analyze the influence of career development and competency on employee performance with organizational commitment as a mediating variable among employees of the Maluku Province Education Quality Assurance Center. The research method used is a quantitative approach with data collection techniques through distributing questionnaires to all employees. Data analysis was conducted using the path analysis method to test the direct and indirect relationships between variables. The results of the study indicate that career development, competency, and organizational commitment have a positive and significant effect on employee performance. Career development does not affect organizational commitment. Organizational commitment is not able to mediate the effect of career development on performance. In addition, organizational commitment is proven to be able to mediate the relationship between competency and performance. This indicates that the better the career development and competency possessed by employees, the more their commitment to the organization will increase, which ultimately has an impact on improved performance. The implication of this study is the importance of organizations in improving employee career and competency development programs to strengthen organizational commitment and improve performance optimally.

Keywords: Career Development, Competence, Organizational Commitment, Performance

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1. Introduction

The organization's role in providing career development opportunities for its members is crucial for maintaining a positive work environment. Sutrisno (2009:171) states that a poor career development program can create unrest within the organization. Employees will feel insecure, treated unfairly, and denied equal opportunities to develop their full potential for the benefit of the organization. Employees will feel dissatisfied with organizational policies, which will ultimately negatively impact the organization's effectiveness and efficiency.

A company's progress and development are inseparable from the contribution of human resources (HR) as valuable capital for the company (Amamehi & Tanuwijaya, 2021). Competence is the ability to carry out a job or task based on skills and knowledge and supported by the work attitude required by the job (Wibowo, 2016:86-88). Meanwhile, Mangkunegara (2017:113) states that competence is a fundamental factor possessed by someone with greater abilities, which sets them apart from someone with average or ordinary abilities.

Good employee competency is crucial for a company. The higher an employee's competency, the

better their ability to complete tasks (Setiawati, 2018). Competence also reflects the ability to perform tasks, demonstrating the knowledge, skills, experience, attitudes, and talents needed to achieve good performance (Suhardi, 2019). This is supported by research (Hidayat, 2021; Rahayuningsih, 2017).

Organizations have made extensive efforts to develop competency models to identify the core competencies needed to be more competitive and successful in the future. Understanding competencies in both public and private organizations is crucial, particularly to address organizational demands, particularly in a time of rapid change, complex and dynamic developments, and uncertain futures in society (Adam et al., 2020).

There are several reasons why organizations should make efforts to increase the level of organizational commitment in employees. First, the higher the employee's commitment, the greater the effort they will put into carrying out their work. Second, the higher the employee's commitment, the longer they will want to remain with the organization. In other words, if an employee has a high organizational commitment, they will have no intention of leaving the organization. Having a high level of organizational commitment in employees will prevent them from engaging in negative organizational behaviors such as truancy, absenteeism, transferring to another company, missing work hours, and so on.

Research results from Pramukti (2019) found that, conversely, when organizational commitment is increased, employee performance also improves. Furthermore, research results from Alam (2020) found different empirical facts, where commitment has no significant effect on improving employee performance. Field observations found conditions where some employees who appear to lack organizational commitment, such as arriving late, taking longer breaks, and so on, actually have good work results, which differs from the impact of organizational commitment on employee performance as explained in the definition put forward by Arifin et al. in Ardiansyah and Surjanti (2020).

Good organizational commitment creates high trust in the organization with the emergence of self-confidence, so that work will be achieved more quickly and create maximum employee performance (Florida et al., 2018). However, several studies state that organizational commitment does not directly affect performance (Marsoit et al., 2017). This is reinforced by (Budiono, 2016) who showed inconsistencies in previous studies discussing organizational commitment related to performance, so that further research and discussion are needed to obtain new findings.

Based on the description described above, the Education Quality Assurance Center, in accordance with Regulation of the Minister of Education, Culture, Research, and Technology of the Republic of Indonesia Number 11 of 2022 concerning the Organization and Work Procedures of the Center for Education Quality Assurance and the Education Quality Assurance Center. BPMP is a technical implementation unit of the Ministry of Education, Culture, Research, and Technology which is under and responsible to the Director General of Early Childhood Education, Basic Education, and Secondary Education, strives to improve the performance of its employees.

Based on the researcher's initial observations conducted at the location, namely at the Maluku Province Education Quality Assurance Center, there are indications that indicate performance is not optimal, which is indicated by (1) the non-implementation of SOPs that have been published or issued. There are many SOPs but their implementation is not optimal. For example, the SOP regarding employee attendance is basically determined in the SOP at 7:15 but sometimes employees neglect it, reports are not

made on time and so on (2) the failure to achieve previously determined targets. In addition, there are also indications that indicate the commitment and coordination at the Maluku Province BPMP is not optimal, which is indicated by (1) employees do not show good work discipline and work enthusiasm, (2) overlapping schedules and places when there are activities, (3) lack of supervision so that employees ignore the tasks given.

Based on the background and indications that occurred at the Maluku Province Education Quality Assurance Center, the researcher assumes that employee performance at the Maluku Province Education Quality Assurance Center can be achieved optimally if given good space for career development, competencies that match needs, and commitments that are truly carried out by BPMP properly.

It can be explained that research by Djohan & Surya (2023) analyzed the relationship between career development, competence, commitment, and performance. Using quantitative methods and data analysis through Multiple Linear Regression, this study involved 43 employees. The results showed that career development had a positive and significant influence on performance. Furthermore, research by Meilani Tuti et al., (2020) explained that competence has a significant influence on performance; the better the competence, the better the performance of employees at the Manhattan Hotel Jakarta. However, research by Pramukti., (2019) also explained that competence does not have a positive influence on performance.

The novelty of this research lies in the development of a model that integrates the influence of career development and competency on employee performance by placing organizational commitment as a mediating variable, thus not only testing the direct relationship but also explaining the underlying psychological mechanisms. Furthermore, this study takes the specific context of employees at the Maluku Province Education Quality Assurance Center, which is still relatively rarely studied, thus providing a more contextual empirical contribution to the public education sector. Thus, this study offers a more comprehensive perspective in understanding the factors that influence employee performance and provides practical implications for human resource management in government agencies.

2. Literature Review

Career Development

Career development is a process of increasing an individual's work ethic, achieved in order to achieve a desired career (Affandi, 2018, p. 19). However, the various concepts, aspects, and processes surrounding it are certainly not that simple. As expressed by Priansa (2018, p. 161), who argues that career development is a series of separate work activities that are still mutually complementary, ongoing, and provide meaning to an employee's life.

Competence

Competence is defined as the behavioral dimension of expertise or excellence of a leader or staff member, possessing good skills, knowledge, and behavior. Core competency is an understanding of the company's vision, mission, and values. A competency linked to organizational strategy can be applied to all employees as an organization's superior skill. Meanwhile, managerial competency demonstrates the ability to carry out management, and functional competency is a professional-based ability in a specific technical field (Ashariandi, 2017).

Organizational Commitment

Arifin et al., in Ardiansyah and Surjanti (2020), define organizational commitment as an attitude demonstrated by employees who accept the organization's vision, mission, and values, for the benefit of the organization's development. The influence the company exerts on employees and fosters a sense of satisfaction makes employees happier working for the company compared to individuals who experience poor work experience.

Employee Performance

Mangkunegara in Nasri et al., (2018) stated that the term performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by someone) namely the work results in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. Furthermore, performance can be considered as an important thing for all types of organizations, both governmental and non-governmental organizations because the performance shown by employees will be able to provide effectiveness to an organization.

3. Method

Types of research

This research contains information research according to the research needs to answer the questions. The research design is carried out from each procedure, starting from hypothesis to analysis. Based on the background of the problem and the formulation of the problem of this study, the characteristics of the problem studied in this study can be classified as explanatory research. Explanatory research is research conducted to classify and define a problem more precisely (Sarwono, 2008:57).

Location and Time

This research was conducted on employees of the Maluku Province Education Quality Assurance Center in 2025.

Research Population and Sample

The population in this study was 66 employees of the Maluku Province Education Quality Assurance Center. The sample in this study was 40 employees of the Maluku Province Education Quality Assurance Center.

Research Variables

The independent variables in this study are: 1) Career Development (X1), and 2) Competence (X2). The intermediary variable in this study is organizational commitment (Z). The dependent variable in this study is performance (Y).

Data Types and Sources

The data used in this study is quantitative data that is quantified, because the data is processed or analyzed using statistical calculation techniques. The data sources used in this study are primary and secondary data.

Data collection technique.

Data collection techniques include questionnaires and interviews.

Data Analysis Techniques

PLS is a powerful analytical model because it can be used on any data scale (nominal, ordinal, interval, and ratio) and has more flexible assumption requirements. PLS can also be considered a PLS approach to structural equation modeling. Within the PLS community, the term "Path Modeling" is preferred over "Structural Equation Modeling." However, both terms can be found in PLS literature.

4. Results and Discussion

Data analysis

The data processing technique using SmartPLS (Partial Least Squares) requires two stages to assess the model fit of a research model: the measurement model evaluation (Outer Model) and the structural model evaluation (Inner Model).

Evaluation of Measurement Model (Outer Model)

Evaluation of Measurement Model (Outer Model) is an analysis stage in the SEM method based on PLS (Partial Least Squares) to assess whether the indicators (questions/questionnaires) actually measure the intended construct/variable. To determine whether the indicators actually measure the variable, see Figure 1.

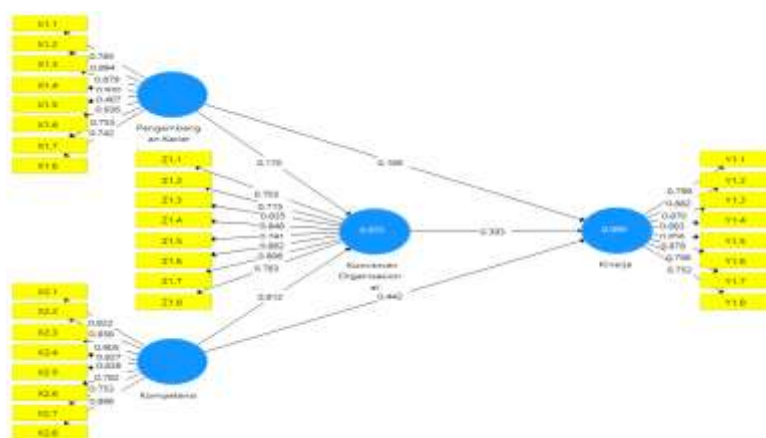


Figure 1. PLS Algorithm Results

Source: Processed Primary Data (2026)

The outer model, also often referred to as the outer relation or measurement model, is defined as the relationship between latent variables and their indicators. It can be said that the outer model defines how each indicator relates to its latent variable. The outer model is used to measure the validity and reliability of a questionnaire in a study. Validity tests are used to determine the authenticity of the variables in the study. These tests include convergent validity, discriminant validity, and reliability testing.

Convergent Validity

Convergent Validity aims to measure the conformity of the variable's measurement results to the theoretical concepts that explain the indicators' existence in the test variable. Convergent validity can be seen from the Outer Loading value. Outer Loading is a table containing loading factors to show the magnitude of the correlation between indicators and latent variables. The loading factor value must be greater than 0.7 to be considered valid.

So in this study, a validation level of 0.70 was used.

Discriminant Validity

Discriminant validity is performed to ensure that each latent variable is distinct from the other variables. Discriminant validity can be measured by the cross-loading value. An indicator is said to meet discriminant validity if its cross-loading value is the largest compared to the other variables. The table below shows the results of discriminant validity.

Table 1. Discriminant Validity (Fornel Larcker Criterium)

Variable	Performance	Organizational Commitment	Competence	Career Development
Performance	0.841			
Organizational Commitment	0.987	0.789		
Competence	0.990	0.976	0.837	
Career Development	0.973	0.956	0.968	0.807

Source: Processed Primary Data (2026)

Based on table 1 above, it can be seen that performance has an influence of 0.841, organizational commitment of 0.789, competence of 0.837, and career development of 0.807, thus the value of each variable is above 0.70, so it can be concluded that the data has good discriminant validity.

Reliability Test

Cronbach's alpha is used to measure the upper and lower limits of a construct's reliability, while composite reliability measures the actual reliability of a construct. A variable is considered to meet Cronbach's alpha if its alpha value is greater than 0.70, and reliability exceeding 0.80 is considered good. There are two ways to test a construct's reliability: Cronbach's alpha and a composite reliability value greater than 0.70. These values can be seen in the following table:

Table 2. Cronbach's alpha and Composite reliability values

Variable	Cronbach's Alpha	Composite Reliability
Performance	0.940	0.950
Organizational Commitment	0.912	0.929
Career Development	0.916	0.936
Competence	0.938	0.949

Source: Processed Primary Data (2026)

Structural Model Evaluation (Inner Model)

Structural Model Evaluation (Inner Model) is the analysis stage in SEM (Structural Equation Modeling) to assess the relationship between latent variables (constructs) in a research model.

Structural Model

The structural model in PLS is evaluated using R for the dependent variable and path coefficient values for the independent variables, which are then assessed for significance using the t-statistic value for each path. The structural model of this study can be seen in Figure 2 below:

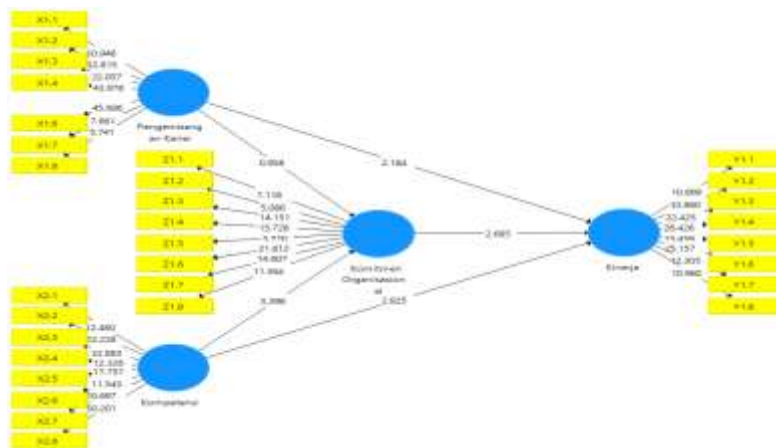


Figure 2. PLS Bootstrapping Results

Source: Processed Primary Data (2026)

Path Coefficient

To assess the significance of the prediction model in testing the structural model, it can be seen from the t-statistic value between the independent variable and the dependent variable in the Path Coefficient table in Table 3 below:

Table 3. Path Coefficient (Mea, STDEV, t-Values)

Construct	Original Sample (O)	Sample Mean (M)	T Statistics (O/STDEV)	P Values
Career Development > Performance	0.281	0.192	2,184	0.029
Competence > Performance	0.428	0.391	2,825	0.005
Organizational Commitment > Performance	0.376	0.422	2,685	0.007
Career Development > Organizational Commitment	0.221	0.195	0.958	0.339
Competence > Organizational Commitment	0.762	0.789	3,398	0.001
Career Development (X1) => Organizational Commitment(Z)=> Performance (Y)	0.083	0.104	0.629	0.530
Competence (X2) => Organizational Commitment (Z) => Performance (Y)	0.287	0.311	3,491	0.001

Source: Processed Primary Data (2026)

The original sample value of career development on performance is 0.201 with P (value) 0.029 < 0.05 and the t-statistic value of career development on performance is 2.184.>2.02. This proves that H1 is accepted, so it can be said that career development has a positive and significant effect on performance.

Then the original sample value of competency on performance is 0.428 with P (value) 0.005 < 0.05 and the t-statistic value of competency on performance is 2.825>2.02, this means that H2 is accepted so it can be said that competence has a positive and significant influence on performance.

The sample of organizational commitment to performance is 0.376 with P (value) 0.007 < 0.05 and the t-statistic value of organizational commitment to performance is 2.685>2.02, this means that H3 is

accepted so it can be said that organizational commitment has a positive and significant effect on performance.

Meanwhile, the original sample value of career development on organizational commitment was 0.221 with a P (value) of $0.339 > 0.050$ and the t-statistic value of career development on organizational commitment is $0.958 < 2.02$, this proves that H4 is not accepted so it can be said that career development does not have a positive and significant effect on organizational commitment.

Then the original sample value of competency towards organizational commitment is 0.762 with P (value) $0.001 < 0.050$ and the t-statistic value of competency towards organizational commitment is $3.398 > 2.02$, this means that H5 is accepted so it can be said that competence has a positive and significant influence on organizational commitment.

The relationship between career development and performance mediated by organizational commitment is not significant with a t-statistic value of 0.629 and P (Value) of $0.530 > 0.05$, this means that organizational commitment does not act as a partial mediator. It is said that no mediation occurs when the direct influence of the independent variable of career development on the dependent variable of performance is significant, but after entering the mediator of organizational commitment, there is no significant indirect influence through the mediator.

The relationship between competence and performance mediated by organizational commitment is significant with a t-statistic value of 3.491 and P (Value) of $0.001 < 0.05$, meaning that organizational commitment acts as a partial mediation. Partial mediation is said to occur when the direct influence of the independent variable of competence on the dependent variable of performance remains significant even though the mediator of organizational commitment is included, meaning that the relationship occurs both directly and indirectly through the mediator.

DISCUSSION

The Influence of Career Development on Employee Performance at the Maluku Province Education Quality Assurance Center

Based on the results of statistical tests, it shows that the career development variable has a significant positive effect on performance, this can be seen from the t-statistic 2.184 which is greater than the t-table 2.02, which means that career development has a positive and significant effect on performance. Based on the results of this study, it can be seen that career development is an opportunity for employees at the Maluku Province Education Quality Assurance Center, this will provide a positive contribution to improving employee performance.

The results of this study align with human resource management theory, which states that organizational investment in career development directly impacts employee productivity and work quality. Furthermore, various previous studies have shown that career development significantly contributes to improved performance by increasing motivation, job satisfaction, and competence.

Career development is an organizational effort to improve employee capacity, competence, and advancement opportunities to achieve optimal performance. In this study, career development was measured using the following indicators: work performance, exposure, networking, growth opportunities, and mentors and sponsors.

Results This research aligns with previous studies conducted by Djohan and Surya (2023), Purnawati, Widyani, and Devy (2021), and Tuti, Riyanto, and Mulina (2020), which concluded that career development has a positive and significant impact on employee performance. Previous research has shown that organizations that provide a clear and structured career development system can increase employee motivation, commitment, and productivity. These findings also reinforce human resource management theory, which states that organizational investment in career development will directly impact individual and organizational performance.

The research findings indicate that career development has a positive and significant impact on employee performance at the Maluku Province Education Quality Assurance Center. This means that the better the implementation of career development indicators (work performance, exposure, networking, growth, and mentors and sponsors), the higher the level of employee performance. This implies that the agency needs to strengthen its merit-based promotion system, provide equitable exposure and training opportunities, and encourage a culture of mentoring and sponsorship.

The Influence of Competence on Employee Performance at the Maluku Province Education Quality Assurance Center

Based on the results of statistical tests, it shows that the competency variable has a significant positive effect on performance, this can be seen from the t-statistic 2.825 which is greater than the t-table 2.02, which means that competency has a positive and significant effect on performance. Based on the results of this study, it can be seen that competencies that are in accordance with their field of work will provide opportunities for employees at the Maluku Province Education Quality Assurance Center to make a positive contribution to improving employee performance.

The results of this study align with human resource management theory, which states that competence is a key determinant in improving individual and organizational performance. Previous studies have also demonstrated that competence significantly impacts productivity, work effectiveness, and organizational target achievement. The higher an employee's competency, the better their performance. Motives are indicators of competence, which are internal drives that drive individuals to act to achieve specific goals. Employees with high achievement motivation tend to work harder, be more responsible, and be results-oriented, thus improving performance. Traits reflect an individual's character or personality, such as self-confidence, discipline, and thoroughness. Positive traits help employees perform their duties consistently and professionally.

This research aligns with the competency theory proposed by David McClelland, which states that individual characteristics such as motives, traits, and self-concept contribute to superior work performance. Furthermore, the competency model by Lyle Spencer and Signe Spencer also emphasizes that individual competency directly impacts organizational performance. Previous research conducted by Djohan and Surya (2023), this study by Tuti, Riyanto, and Mulina (2020), and research by Rubina Rubina, Agus Seswandi, and Dedi Sargustin (2024) shows that increasing competency through training, self-development, and work experience significantly increases employee productivity and effectiveness in both the public and private sectors.

Based on the research findings and previous research, it can be concluded that competencies, including motives, traits, self-concept, knowledge, and skills, have a positive and significant impact on

employee performance at the Maluku Province Education Quality Assurance Center. This means that the better an employee's competency, the higher their performance. Therefore, organizations need to improve competency-based training programs, develop character development and work motivation, align employee competencies with job requirements, and conduct regular competency evaluations.

The Influence of Organizational Commitment on Employee Performance at the Maluku Province Education Quality Assurance Center

Based on the results of statistical tests, it shows that the organizational commitment variable has a significant positive effect on performance, this can be seen from the t-statistic 2.685 which is greater than the t-table 2.02, which means that organizational commitment has a positive and significant effect on performance. Based on the results of this study, it can be seen that employee organizational commitment to work and the organization will have a positive impact on employees at the Maluku Province Education Quality Assurance Center which can contribute to improving employee performance.

Organizational commitment significantly influences employee performance at the Maluku Province Education Quality Assurance Center. Therefore, efforts to increase employee commitment are an effective strategy to support the achievement of goals and improve the institution's overall performance. Maluku Province Education Quality Assurance Center is an institution that plays a role in improving and ensuring the quality of education in Maluku Province. The successful implementation of this institution's duties depends heavily on employee performance, one of the determining factors of which is organizational commitment.

Several previous studies have shown a positive and significant relationship between organizational commitment and employee performance by Djohan and Surya (2023), as well as research conducted by Tuti et al., (2020) and research conducted by Rubina, Seswandi, and Sargustin. (2024) explained that employees with high levels of commitment show better productivity and loyalty than employees with low commitment. Public sector research in Indonesia shows that organizational commitment has a positive and significant effect on the performance of state civil servants, both partially and simultaneously. Empirically, the results of regression tests in various studies show a significance value <0.05 , which means there is a real influence between organizational commitment and employee performance.

Based on the theoretical discussion and previous research support, it can be said that organizational commitment, measured through indicators of pride in work, loyalty to the organization, alignment of personal and organizational values, pride in the organization, and inspiring work, has a positive and significant influence on employee performance at the Maluku Province Education Quality Assurance Center. The higher the level of organizational commitment of employees, the higher the level of performance produced. Therefore, leaders need to create a work environment that can foster pride, loyalty, and meaning in work for employees in order to improve overall organizational performance.

The Influence of Career Development on Employees' Organizational Commitment at the Maluku Province Education Quality Assurance Center

Based on the results of statistical tests, it shows that career development variables do not have a significant positive effect on organizational commitment, this can be seen from the t-statistic 0.958 which is smaller than the t-table 2.02, which means that career development does not have a positive and significant effect on organizational commitment. Based on the results of this study, it can be seen that

career development does not provide a significant contribution to employees of the Maluku Province Education Quality Assurance Center, meaning that employees may not feel that the career development program is relevant or useful for them. Employee organizational commitment is more influenced by other factors, such as salary, leadership, work culture, or social relationships in the office.

The results of this study are supported by several previous studies which concluded that career development is not always the main determinant of organizational commitment. Research conducted by Fatimah, Witjaksono, & Surjanti (2018) The results of the study showed that career development does not have a significant effect on organizational commitment, but its influence can occur through mediating variables such as work engagement. Research conducted by Putra (2017) on the effect of career development on organizational commitment in private company employees, found that career development does not have a significant effect on organizational commitment because employee commitment is more influenced by other factors such as job satisfaction and work environment. Also research conducted by Sari & Susilo (2019) research in the service sector shows that career development does not have a significant effect on organizational commitment, because employees consider compensation and job satisfaction factors more.

The Maluku Province Education Quality Assurance Center is a government agency with a career system that tends to be structural, bureaucratic, and based on national regulations. In practice, promotions are determined primarily by length of service and administrative regulations. Job promotions are limited to specific structural formations, and career development is often an administrative formality. Research Meyer and Allen explains that in public organizations, normative and continuance commitment often outweigh affective commitment. This means that employees stay because of moral obligations and job security, rather than career opportunities. Several public sector studies have also found that job stability influences commitment more than career development programs.

Career development does not affect organizational commitment because the career system is regulative and bureaucratic, work performance does not directly influence promotion, exposure and networking do not determine job mobility, growth opportunities are structurally limited, mentoring does not have strategic power in the promotion system, and employee commitment is more influenced by stability factors and dedication values. Thus, the findings of this study are consistent with previous theories and research which state that in public sector organizations, career development is not always the main determinant of organizational commitment.

The Influence of Competence on Employee Organizational Commitment at the Maluku Province Education Quality Assurance Center

Based on the results of statistical tests, it shows that the competency variable has a significant positive effect on organizational commitment, this can be seen from the t-statistic 3.398 which is greater than the t-table 2.02, which means that competency has a positive and significant effect on organizational commitment. Based on the results of this study, it can be seen that competency provides a significant contribution to employees of the Maluku Province Education Quality Assurance Center, meaning that employees believe that having these competencies will provide benefits for them and the organization.

Employee competence has a positive influence on organizational commitment. This is supported by research by Pramukti (2019) and research conducted by Yamali (2017), which concluded that employee

competence has a significant influence on organizational commitment, where the higher the employee's competence, the higher their level of commitment to the organization. Research by Spencer and Spencer explains that competence is a basic characteristic directly related to the effectiveness of individual performance within an organization. The better an employee's competence, the higher their engagement, responsibility, and commitment to the organization.

This is also supported by research by Richard E. Boyatzis, which states that individual competency influences work behavior, employee engagement, and commitment to the organization. Employees with high competency tend to have emotional attachment, a sense of belonging, and a willingness to remain in the organization. Furthermore, research by David C. McClelland explains that competency derived from individual characteristics such as motives and traits plays a significant role in determining work behavior and a person's level of commitment to the organization. Competence is one of the important factors influencing employee behavior and attitudes in an organization. Competence reflects an individual's ability, consisting of basic characteristics such as motives, traits, self-concept, knowledge, and skills that enable a person to carry out their work effectively.

For employees at the Maluku Province Education Quality Assurance Center, good competency enables them to carry out their duties effectively and professionally, have confidence in carrying out their work responsibilities, feel valued and needed by the organization, and have the motivation to contribute to achieving organizational goals. This situation encourages loyalty, a sense of belonging, and a desire to remain working in the organization, which are indicators of organizational commitment.

A strong reason for competence to increase employee organizational commitment is that it increases employee self-confidence, employees who have good knowledge and skills will feel more confident in completing their work. Improving work performance and success, high competence makes employees able to achieve work targets so they feel proud to be part of the organization. Increases a sense of belonging to the organization, competent employees feel their role is important in the organization so that it fosters loyalty and engagement. Encourages active participation in the organization, employees who have high competence tend to be more active in supporting the organization's programs and goals.

The Influence of Career Development on Employee Performance Through Organizational Commitment at the Maluku Province Education Quality Assurance Center

In this study, the test results show that the indirect influence between career development (X1) on performance (Y) with organizational commitment (Z) as a mediating variable has a P (Value) value of 0.530, this value is greater than $\alpha = 5\%$ ($0.530 > 0.05$). With a t-statistic value of 0.629, organizational commitment does not mediate the influence between career development and performance. The results of this study can be interpreted as meaning that organizational factors and job demands can keep employees performing well even though the level of organizational commitment is not a significant mediating factor.

Research by Pransiska and Lusiana (2024) and research conducted by Pramukti (2019) showed that career development does not significantly influence performance through organizational commitment. While career development can increase organizational commitment, this commitment is not strong enough to mediate the effect of career development on employee performance. Permanent employees work based on task demands, not organizational commitment. In government agencies, permanent employees must carry out their duties according to work standards, rules, and job responsibilities. Therefore, employee

performance is often influenced by job obligations and organizational regulations, not by the level of organizational commitment. This means that even though career development is provided, performance improvement does not necessarily result from organizational commitment. This research is inconsistent with research conducted by Purnawati, Widyani, and Devy (2021) and research conducted by Ramli and Yudistira (2018), which stated that organizational commitment can influence the influence of career development on employee performance.

If career development programs are not felt equally or only felt by some employees, then other employees will not increase their commitment to the organization. This causes the relationship between career development and organizational commitment to be weak, so that organizational commitment is unable to mediate the influence on performance. The lack of influence of career development on employee performance through organizational commitment can be caused by limited career opportunities, a strict bureaucratic system, the dominance of other factors that influence commitment, and employee perceptions of fairness in career development. These conditions cause career development to be unable to increase organizational commitment which ultimately impacts employee performance at the Maluku Province Education Quality Assurance Center.

The Influence of Competence on Employee Performance Through Organizational Commitment at the Maluku Province Education Quality Assurance Center

In this study, the test results show that the indirect influence between competence (X1) on performance (Y) with organizational commitment (Z) as a mediating variable has a P (Value) value of 0.001, this value is smaller than $\alpha = 5\%$ ($0.001 < 0.05$). With a t-statistic value of 3.491, it means that organizational commitment mediates the influence between competence and performance. The results of this study can be interpreted as the higher the employee's competence, the higher their commitment to the organization, so that employee performance at the Maluku Province Education Quality Assurance Center increases significantly.

Competence is a key factor in improving performance. Employee competence consists of motives, traits, self-concept, knowledge, and skills, which are basic individual characteristics that influence work behavior. Employees with high competence are able to complete work effectively and efficiently, make appropriate decisions, and adapt to organizational demands. According to lyle m. Spencer and signe m. Spencer, competence not only directly influences performance but also through organizational commitment.

Organizational commitment reflects an employee's emotional attachment, self-identification, and willingness to contribute to the organization. Competent employees are better able to complete their work, feel valued, and feel a sense of responsibility toward the organization. This increases organizational commitment, which in turn significantly impacts performance.

Research conducted by victori, jimad, and mardiana (2025) examined the effect of competence on employee performance in a private company and found that competence had a direct positive effect on performance, and this effect was strengthened through organizational commitment as a mediator. Competence was a strong predictor of employee performance, and organizational commitment significantly mediated the relationship between competence and performance.

Research conducted by Janah, Racmansyah, and Sutanto (2023) at the Tegal Regency Investment & PTSP Office showed that competence has a significant positive effect on employee performance and increases organizational commitment. Employees with good competence have higher organizational commitment, which in turn improves their performance. Research by Nurgiyantoro, Subiyanto, and Hadi (2025) at the Yogyakarta High Prosecutor's Office proved that competence has a significant effect on performance, and organizational commitment still plays a role as a mediator that strengthens this relationship. Organizational commitment can mediate the effect of competence on performance, so that the more competent an employee is, the higher their commitment and performance.

Based on the research above, it can be said that employee competence strengthens organizational commitment when employees feel capable and valued within the organization. Organizational commitment then drives employees to perform better because they feel emotionally connected and are willing to put in more effort.

Organizational commitment acts as a partial mediator in the relationship between employee competence and performance, so that competence not only influences performance directly, but also indirectly through increasing employee commitment to the organization.

4. Conclusion

Based on the results of the testing and analysis that the author has compiled above, it can be concluded that: 1) Career development has a positive and significant effect on employee performance at the Maluku Province Education Quality Assurance Center, meaning that the better the implementation of career development indicators (work achievement, exposure, networking, growth, and mentors and sponsors), the higher the level of employee performance, 2) It is said that competencies consisting of motives, traits, self-concept, knowledge, and skills have a positive and significant effect on employee performance at the Maluku Province Education Quality Assurance Center, meaning that the better the competencies possessed by employees, the higher the level of performance produced by employees, 3) Organizational commitment measured through indicators of pride in work, loyalty to the organization, suitability of personal and organizational values, pride in the organization, and inspiring work has a positive and significant effect on employee performance at the Maluku Province Education Quality Assurance Center, 4) Career development of employees at the Maluku Province Education Quality Assurance Center does not have an effect on organizational commitment because the career system is regulative and bureaucratic, work achievement does not directly affect promotion, exposure and networking do not determine job mobility, growth opportunities are limited in terms of structural, mentoring does not have strategic power in the promotion system, and employee commitment is more influenced by stability factors and dedication values, 5) Competence increases organizational commitment in employees of the Maluku Province Education Quality Assurance Center, namely increasing employee self-confidence, employees who have good knowledge and skills will feel more confident in completing their work. Improving work performance and success, high competence makes employees of the Maluku Province Education Quality Assurance Center able to achieve work targets so they feel proud to be part of the organization, 6) The lack of influence of career development on employee performance through organizational commitment can be caused by limited career opportunities, a strict bureaucratic system, the dominance of other factors that influence commitment, and employee perceptions of fairness in career development. These conditions

cause career development to not be able to increase organizational commitment which ultimately impacts employee performance at the Maluku Province Education Quality Assurance Center., and 7) The competence of employees of the Maluku Province Education Quality Assurance Center directly influences improving performance because employee abilities are relevant to the task. Organizational commitment strengthens the influence of competence, because competent and committed employees show more consistent and quality performance. Organizational commitment acts as a partial mediator in the relationship between employee competence and performance, so that competence not only influences performance directly, but also indirectly through increasing employee commitment to the Maluku Province Education Quality Assurance Center organization.

Suggestion

Maluku Province Education Quality Assurance Center needs to organize clear and structured career development system, such as providing transparent career paths for employees, offering promotion opportunities based on performance and competency, and implementing mentoring or coaching programs from senior to junior employees. This can increase work motivation and strengthen employee commitment to the organization.

To organize training, workshops, and certification which is relevant to the duties of employees at the Maluku Province Education Quality Assurance Center, it is necessary to provide the opportunity to participate in technical and managerial training periodically, and encourage employees to develop digital, administrative, and educational quality management skills, because increasing competency will help employees work more effectively and improve the quality of performance.

Maluku Province Education Quality Assurance Center The Maluku Province Education Quality Assurance Center needs to implement a system of objective and transparent performance evaluation, so that the results of the performance assessment will have an impact on career development and provide regular feedback so employees know what needs to be improved. The results of performance evaluations can be followed up through training programs. Training and competency development programs are linked to career opportunities, and employees who develop their competencies receive recognition or opportunities for promotion. The Maluku Provincial Education Quality Assurance Center needs to strengthen its career development and employee competency improvement system and build strong organizational commitment, as these three factors have been shown to play a crucial role in improving employee performance.

It is hoped that further research will be conducted not only at one agency, but also at other government agencies or educational institutions to allow for comparison and broader generalizability. It is recommended to involve a larger number of respondents to ensure more representative and more accurate results.

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