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The Role of Commitment, Motivation, and Performance for Career Paths for Employees of the General Bureau of the Regional Secretary of East Nusa Tenggara Province

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 OPEN ACCESS

Citation: Hasmin, M. O., Paridy, A., & Lopes Amaral, M. A. (2022). The Role of Commitment, Motivation, and Performance for Career Paths for Employees of the General Bureau of the Regional Secretary of East Nusa Tenggara Province. *Jurnal Bina Praja*, 14(2), 339–348. <https://doi.org/10.21787/jbp.14.2022.339-348>

Received: 3 July 2022

Accepted: 5 August 2022

Published: 11 October 2022

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Abstract: Commitment, motivation, and performance are several factors influencing career path development. This research was conducted based on observations and preliminary data from pre-research results at the General Bureau of the Regional Secretary of East Nusa Tenggara Province, that employee commitment and motivation were still lacking. As a result, performance achievement and employee career paths decline. This study aims to prove and analyze the variables of Commitment and motivation on performance and their implications for career paths at the Secretary-General Bureau of East Nusa Tenggara Province. The population in this study were employees of the General Bureau of the Regional Secretary of the Province of NTT, as many as 115 people. The number of 90 samples in this study was determined from the number of indicators used, namely 18, multiplied by 5. Hence, the sample in this study was 90 respondents using the purposive sampling technique. The results of the descriptive analysis showed that the variables of Commitment, motivation, employee career path, and performance were included in the very good category. The results of inferential statistical analysis from the data from the General Secretariat of the Regional Secretariat of the Province of East Nusa Tenggara show that: 1). motivation and performance have a significant effect on employee career paths. 2). Commitment and motivation have a significant effect on performance. 3). Commitment does not significantly affect employee career paths; 4). Performance mediates the effect of Commitment and motivation on employee career paths; 4). Performance mediates the effect of Commitment and motivation on employee career paths. The contribution of the variables of Commitment, motivation, and performance to the career path of employees is 89.8 percent. At the same time, the rest is a contribution from other variables that do not contribute. It is recommended that the General Bureau of the Regional Secretary of East Nusa Tenggara Province increase Commitment and motivation for employees through creating comfortable and harmonious conditions in the work environment, giving prizes to employees who achieve targets, and providing periodic training.

Keywords: commitment; motivation; performance; career path

1. Introduction

Performance is a measure of an employee’s productivity and can work effectively in an organization in the future so that employees, organizations, and even the community feel the benefits. Another definition of performance is the results achieved by employees based on the applicable measures in the company (Kurniawan et al., 2018). Alniaçik et al. (2012) stated that commitment is an attitude that considers employee satisfaction with the company and the ongoing process in which members of the organization express their concern for the organization. Commitment grows from emotional ties with the organization, including moral support, values adopted by the company, and willingness to serve in the company.

Employee performance is influenced by other factors, namely the organization’s attention to employee career paths. An employee’s career will continue to develop if work achievements are completed promptly and appropriately. The development of an employee’s career occurs in the organization where the employee works, especially in government agencies. Opportunities, information, resources, support, formal power, informal power, and psychological impact directly affect empowerment (Narutomo et al., 2019). A local government organization always wants its apparatus resources to contribute to organizational performance. Organizations that have good performance will certainly produce good quality products (Susanto & Yuliana, 2021).

Table 1. State Civil Apparatus General Bureau of Regional Secretary of East Nusa Tenggara Province by Rank/Class 2020

No.	Rank/Class	Gender		Total (Person)
		L	P	
1.	Middle Administrator (IV/d)	-	-	-
2	Junior Administrator (IV/c)	-	-	-
3	First Class Administrator (IV/b)	-	1	1
4	Administrator (IV/a)	2	-	2
5	First Class Superintendent (III/d)	5	3	8
6	Superintendent (III/c)	4	3	7
7	First Class Junior Superintendent (III/b)	14	4	18
8	Junior Superintendent (III/a)	15	4	19
9	First Class Supervisor (II/d)	8	3	11
10	Supervisor (II/c)	10	5	15
11	First Class Junior Supervisor (II/b)	19	5	24
12	Junior Supervisor (II/a)	4	3	7
13	First Class Clerk (I/d)	2	-	2
14	Clerk (I/c)	1	-	1
15	First Class Junior Clerk (I/b)	-	-	-
16	Junior Clerk (I/a)	-	-	-

Source: General Bureau of the Regional Secretary of East Nusa Tenggara Province, 2022 General Bureau of the Regional Secretary of East Nusa Tenggara Province (2022)

The data in Table 1 describes the highest career. In this case, the highest position in First Class Administrator (IV/b) is occupied by one person, and the lowest position, namely clerk (I/c), occupies one person. At the same time, most positions are occupied by First Class Junior Supervisor (II/b). From the data in Table 1, it also appears that there are still the highest ranks/classes that have not been filled, indicating the career path of employees at the General Bureau of the Regional Secretariat of East Nusa Tenggara Province is not optimal.

According to Mulyadi et al. (2018), career development includes activities to prepare individuals to advance a planned career path. From the definition described above, it can be concluded that the activity of preparing a person for self-development through career path planning is called career development. With a better understanding of career development and implementation, it is expected that employee performance will also be greater (Tharanganie, 2013).

Career development includes professional planning and professional management. Therefore, two processes need to be examined during career development in organizations, namely how each plan and implements career planning and how organizations design and implement career development/career management programs.

The Service Performance of the General Bureau of the Regional Secretary of East Nusa Tenggara Province in carrying out routine activity programs, namely the Service Program for Regional Heads and Deputy Regional Heads, supported by 4 (four) activities, including Coordination of the Coordination Forum for Regional Leaders and Deputy Regional Heads in In 2019, the realization reached 341.7 percent or 41 activities, and in 2020 the realization reached 100 percent or 12 activities in coordination with elements of the Regional Leadership Coordination Forum.

In 2019, the realization of collaboration facilitation activities between the central, provincial, and other local governments reached 217 percent or 52 activities, and in 2020 the realization reached 129.1 percent or 31 times the provincial government facilitation activities during the working visit of the President/Minister/The House of Representatives. Representatives of the Republic of Indonesia to East Nusa Tenggara Province, activities to improve communication of community leaders, leaders of social/religious organizations with the government in 2019 reached 493 percent or 237 activities. In 2020 the realization reached 135.4 percent or 65 times of dialogue activities with community leaders and leaders of social/religious organizations to evaluate work programs evenly in East Nusa Tenggara Province, Monitoring and evaluation of the implementation of Regional Head policies in 2019, the realization reached 93.7 percent or 90 activities, and in 2020 the realization reached 125 percent or 120 work visits or program monitoring activities work done in 23 regencies/cities in East Nusa Tenggara Province.

This activity aims to directly review the program of activities that have been planned or will be implemented. As a result, the General Bureau in 2019 and 2020 has implemented the programs and activities set out in the 2019–2023 Strategic Plan document.

Research reveals that career development affects the performance of employees who work in government. The higher the career development that can be carried out, the expected employee performance will also be greater (Sofyan et al., 2016). Another factor that needs to be considered in improving performance is employee motivation at work. Integrity consistently follows the organization's values and policies and the professional code of ethics, even under challenging circumstances. In simple terms, motivation shows the firmness of attitude, unity of action, and moral values that a person adheres to. Motivation is a driving source in individual behavior to take good actions that will determine the direction and endurance of every human behavior that contains the emotional elements of the person concerned.

Other studies also reveal that work motivation affects employee performance. The higher the motivation of employees, the expected performance will also be higher (Koesmono, 2005). The performance of Civil Servants must also be supported by an attractive personality (Desmaryani, 2018).

Resources of the General Bureau of the Regional Secretary of East Nusa Tenggara Province in supporting the activities of carrying out their duties and functions, inputs are needed to develop Human Resources and Assets. Commitment to employees of the general secretary of the regional secretariat of East Nusa Tenggara Province from observations and interviews conducted on six employees. Two employees provided information about frequent delays in completing work from the specified schedule. The other four people provided information that many employees were often late for work or did not come to work for no reason, and there was also the reason for picking up children from school. The information illustrates the lack of commitment from the employees of the General Bureau of the Regional Secretariat of East Nusa Tenggara Province. According to Agustina (2020), regional government management will be

more effective in carrying out the division of authority between the Regional Head and his Deputy based on the Legislation and written (formal juridical).

In addition to interviews conducted by six employees, also to the head of the General Bureau of the Regional Secretary of the Province of East Nusa Tenggara, information obtained from the head of the General Bureau of the Regional Secretary of the Province of East Nusa Tenggara, the motivation given is in the form of punishment, namely if you do not commit to your work, you will be subject to sanctions for delaying the increase position of the employee concerned. From the phenomena that occur, it shows that the achievement of performance and career paths of employees at the General Bureau of the Regional Secretary of East Nusa Tenggara Province is influenced by commitment and motivation.

2. Methods

This research is quantitative, and the data collection needed in this research is through a survey using a questionnaire, data analysis techniques using descriptive analysis, and inferential analysis. The measurement scale for each variable uses an ordinal scale according to Likert 5 points as a scale in seeing a person’s response (Ferdinand, 2014). This research was conducted at the General Bureau of the Regional Secretary of East Nusa Tenggara Province. The research time is from March to June 2022. The population in this study were all employees in the General Bureau of the Regional Secretary of East Nusa Tenggara Province, amounting to 115 people. The number of samples in this study using a non-probability sampling technique used is purposive sampling, which is used is purposive sampling which is a sampling technique with certain considerations, including employees of the Regional Secretariat General Bureau of East Nusa Tenggara Province. According to Ferdinand (2014), the number of samples used in this study was adjusted to the analytical method, namely Partial least squares (PLS). In the PLS method, the number of samples required is at least five times the number of indicator variables. In this study, the number of indicators was 18, and the specified value was 5. Based on this explanation, the number of samples in this study was determined through the indicator formula $18 \times 5 = 90$. So, the samples taken in this study were 90 employees who were quite representative of the population to be studied. Previously, researchers also conducted trials to ensure that respondents understood the questions well. The terms of validity and reliability are factor loading ≥ 0.7 , composite reliability ≥ 0.7 , average variance extract ≥ 0.5 , and cronbach alpha ≥ 0.7 (Hair & Babin, 2019). For the structural model, the significance and magnitude of the influence of the independent latent variable affect the latent dependent variable through the t-test. In addition, it is possible to evaluate the magnitude of the influence of each independent latent variable by looking at the path coefficient analysis. The specified path coefficient value is if the p-value $\leq 0,05$, then it can be said that there is an influence of the independent latent variable on the latent dependent variable.

3. Results and Discussion

3.1. Results

In the outer model, there are Convergent Validity, Discriminant, Average Variance Extracted (AVE) tests, Composite Reliability, and Cronbach’s Alpha.

Table 2. Outer Model Convergent Validity Test

	Career Path (Y)	Performance _(Z)	Commitment _(X1)	Motivation _(X2)
X1.1			0.929	
X1.2			0.886	
X1.3			0.923	
X1.4			0.792	
X2.1				0.850
X2.2				0.845

	Career Path (Y)	Performance _(Z)	Commitment _(X1)	Motivation _(X2)
X2.3				0.864
X2.4				0.878
X2.5				0.888
Y.1	0.847			
Y.2	0.833			
Y.3	0.764			
Y.4	0.822			
Z.1		0.866		
Z.2		0.753		
Z.3		0.889		
Z.4		0.837		
Z.5		0.738		

From the data processing results, it was found that all indicators of the variables of commitment, motivation, employee career path, and performance obtained an outer loading value above 0.7. With these results, all indicators in this study are feasible to use.

Table 3. Discriminant Validity

	Career Path (Y)	Performance _(Z)	Commitment _(X1)	Motivation _(X2)
X1.1	0.790	0.850	0.929	0.803
X1.2	0.776	0.804	0.886	0.796
X1.3	0.803	0.868	0.923	0.822
X1.4	0.763	0.753	0.792	0.777
X2.1	0.800	0.762	0.810	0.850
X2.2	0.773	0.708	0.702	0.845
X2.3	0.821	0.763	0.748	0.864
X2.4	0.820	0.825	0.831	0.878
X2.5	0.807	0.805	0.816	0.888
Y.1	0.847	0.787	0.815	0.790
Y.2	0.833	0.780	0.809	0.750
Y.3	0.764	0.655	0.561	0.723
Y.4	0.822	0.730	0.696	0.775
Z.1	0.819	0.866	0.871	0.785
Z.2	0.653	0.753	0.627	0.684
Z.3	0.822	0.889	0.853	0.815
Z.4	0.717	0.837	0.813	0.687
Z.5	0.676	0.738	0.593	0.682

The condition to meet discriminant validity is that the combined loading and cross-loading view results show loading to another construct (cross-loading) is of lower value than loading to a variable construct. The discriminant Validity value must be greater than 0.7 for all variables. From the results of the analysis of table 2, it can be seen that all the indicators of the variables studied obtained a value of > 0,7, so it can be concluded that each construct in this study has no problems and is suitable for use in research so that this research can be continued.

Table 4. Discriminant Validity
Discriminant Validity

Variable	AVE Value	Composite Reliability	Cronbach Alpha
Employee Career Path	0.668	0.889	0.834
Performance	0.671	0.910	0.876
Commitment	0.782	0.935	0.905
Motivation	0.748	0.937	0.916

The data processing results show that each variable's Average Variance Extracted (AVE) value is above 0.50. Thus, each construct has no problems and is feasible to use. The composite reliability and Cronbach alpha values for all constructs were above 0.70. Thus, it can be concluded that all constructs have good reliability following the required minimum value.

Table 5. R-square Value

Variable	R Square	Adjusted R Square
Employee Career Path	0.891	0.887
Performance	0.878	0.875

The calculation of R2 showed that the R2 value of the employee career path is 0.887, and the R2 value of the performance variable is 0.875. This can be interpreted as follows: the ability of the commitment, motivation, and performance variables to explain the career path variables of employees in this study is 0.891 or 89.1 percent, and the remaining 10.9 percent is explained by other factors, such as competence, knowledge, skills, leadership, and culture. The ability of the commitment and motivation variables to explain the performance variables in this study was 87.8 percent, and the remaining 12.2 percent was explained by other factors, such as salary, leadership style, competence, work environment, and others.

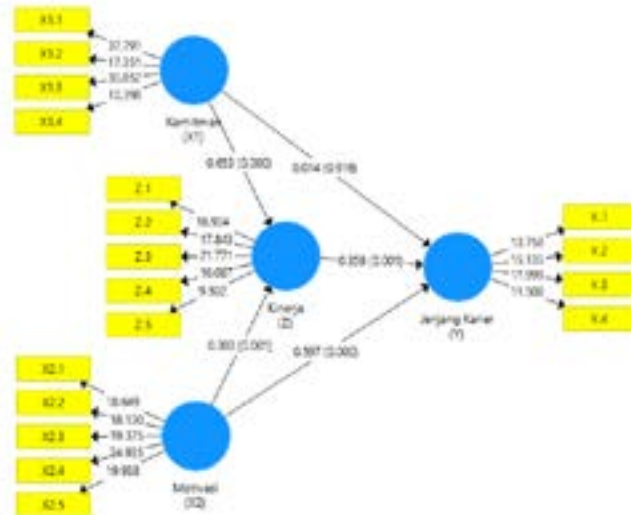


Figure 1. Bootstrapping Test Results

The results of this study are shown in Figure 1. Figure 1 shows four accepted hypotheses and one rejected hypothesis. The results of hypothesis testing obtained a t-statistic value of 7.355. This value is greater than the t-table value of 1.96, and the P value of 0.000 is smaller than the alpha level used by 5 percent (0.05). This means that the commitment variable has a significant effect on performance. Thus, the first hypothesis that commitment significantly affects employee performance at the General Bureau of the Regional Secretary of East Nusa Tenggara Province is accepted.

The results of hypothesis testing obtained a t-statistic value of 3.245. This value is greater than the t-table value of 1.96, and the P value of 0.001 is smaller than the alpha level used by 5 percent (0.05). It means that the motivation variable has a significant effect on performance. Thus the second hypothesis that motivation has a significant effect on performance at the General Bureau of the Regional Secretary of East Nusa Tenggara Province is accepted.

The results of hypothesis testing obtained a t-statistic value of 0.106. This value is smaller than the t-table value of 1.96, and the P value of 0.916 is greater than the alpha level used by 5 percent (0.05). This means that the commitment variable does not significantly affect employee career paths. Thus, the third hypothesis that

commitment significantly affects employee career paths at the General Bureau of the Regional Secretary of East Nusa Tenggara Province is rejected.

The results of hypothesis testing obtained a t-statistic value of 3.873. This value is greater than the t-table value of 1.96, and the P value of 0.000 is smaller than the alpha level used by 5 percent (0.05). This means that the motivation variable significantly influences the career path of employees. Thus the fourth hypothesis that motivation has a significant effect on employee career paths at the General Bureau of the Regional Secretary of East Nusa Tenggara Province is accepted.

The results of hypothesis testing obtained a t-statistic value of 3.433. This value is greater than the t-table value of 1.96, and the P value of 0.001 is smaller than the alpha level used by 5 percent (0.05). This means that the performance variable significantly influences the career path of employees. Thus the fifth hypothesis that performance has a significant effect on employee career paths at the General Bureau of the Regional Secretary of East Nusa Tenggara Province is accepted.

The results of hypothesis testing obtained that performance mediates commitment to the career path of employees with a t-statistic value of 3.049, which is greater than the t-table value of 1.96 ($3,049 > 1,96$). Likewise, the significance value (P value) of 0.002 is smaller than the alpha used by 5 percent ($0,02 < 0,05$). So the sixth hypothesis, which states that performance mediates the effect of commitment on employee career paths, is accepted.

The results of hypothesis testing obtained that performance mediates motivation on employee career paths with a t-statistic value of 2.455, which is greater than the t-table value of 1.96 ($2,455 > 1,96$). Likewise, the significance value (P value) of 0.014 is smaller than the alpha used by 5 percent ($0,014 < 0,05$). So the seventh hypothesis, which states that performance mediates the effect of motivation on employee career paths, is accepted.

3.2. Discussion

The results of the descriptive analysis show that the perception of employees at the General Bureau of the Regional Secretary of East Nusa Tenggara Province regarding the commitment variable is categorized as very good, followed by the performance as very good. In the results of the inner model, commitment has a significant effect on performance, evidenced by the t-statistic value of 7.355. This value is greater than the t-table value of 1.96 ($7.355 > 1.96$), and the P value of 0.000 is smaller than the alpha level used by 5 percent ($0.000 < 0.05$).

Employees with a strong commitment will be motivated to achieve higher performance levels and make a more meaningful contribution than employees who express a continual or normative commitment. The results of this study are in line with research by [Lin and Shiqian \(2018\)](#); commitment has a significant positive effect on the performance of an employee. Employees are ready to continue serving at the Office of the General Secretary of the Regional Secretariat of East Nusa Tenggara Province because they feel they have the same vision and mission as the organization in achieving its goals. Commitment is one of the key concepts of employee behavior: employee productivity or performance increases in line with the commitment to the organization. Therefore, referring to the indicator with the lowest score, the supervisor is obliged to give awards to employees who excel. According to [McMurray et al. \(2004\)](#), commitment to the workplace and high trust are significant determinants of maximum employee performance. Based on the researcher's analysis, the incentives obtained by employees from overtime pay and additional assignments have a good impact on employee commitment to the General Bureau of the Regional Secretary of East Nusa Tenggara Province.

This study also accepts the second and fourth hypotheses: motivation has a significant effect on performance and career paths. The results of the descriptive analysis of the second hypothesis show that the perception of employees at the general secretary of the regional secretariat of East Nusa Tenggara province regarding

motivational variables is categorized as very good, followed by performance as very good. In the results of the inner model, motivation has a significant influence on performance, evidenced by the t-statistic value of 3.245. This value is greater than the t-table value of 1.96 ($3,245 > 1,96$), and the P value of 0.001 is smaller than the alpha level used by 5 percent ($0,001 < 0,05$). The results of the fourth hypothesis descriptive analysis show that the perception of employees at the General Bureau of the Regional Secretary of East Nusa Tenggara Province regarding motivational variables is categorized as very good, followed by employee career paths which are categorized as very good. In the results of the inner model, motivation has a significant influence on employee career paths, evidenced by the t-statistic value of 3.873. This value is greater than the t-table value of 1.96 ($8,873 > 1,96$), and the P value of 0.000 is smaller than the alpha level used by 5 percent ($0,000 < 0,05$). This shows that more motivation received by an employee will encourage the performance and career development of the employees of the General Bureau of the Regional Secretary of the Province of East Nusa Tenggara. This finding is in line with research that states that motivation affects employee performance and career development (Ahmed et al., 2010; Chatterjee & Chattopadhyay, 2015; Jayaweera, 2015; Saleem et al., 2010; Shahzadi et al., 2014).

The third hypothesis explains that commitment significantly affects career paths and is rejected. The results of the descriptive analysis show that the perception of employees of the general secretary of the regional secretariat of East Nusa Tenggara province regarding the commitment variable is categorized as very good, followed by the career path of employees who are categorized as very good. In the results of the inner model, there is an insignificant effect of commitment to employees' career paths, which is evidenced by the t-statistic value of 0.106. This value is smaller than the t-table value of 1.96 ($0,106 < 1,96$), and the P value of 0.916 is greater than the alpha level used by 5 percent ($0,916 > 0,05$). This means that commitment cannot trigger the career path of the General Bureau of the Regional Secretary of East Nusa Tenggara employees. The majority of respondents based on tenure in this study were less than ten years, so they do not care about the commitments made between themselves and the organization. Focus on the career path is not influenced by commitment but by other variables. This finding is different from the research by Almutairi (2016) and Syauta et al. (2012), who found a positive and significant relationship between commitment and career path development.

The fifth hypothesis is that performance significantly affects accepted career paths. The results of the descriptive analysis show that the perception of employees at the General Bureau of the Regional Secretary of East Nusa Tenggara Province regarding the performance variable is categorized as very good, followed by the employee's career path as very good. In the results of the inner model, there is a significant effect of performance on employee career paths, evidenced by the t-statistic value of 3.433. This value is greater than the t-table value of 1.96 ($3,433 > 1,96$), and the P value of 0.000 is smaller than the alpha level used by 5 percent ($0,000 < 0,05$). This means that based on the analysis of the influence of career development on employee performance, the career development variable has a positive and significant effect on employee performance. These results indicate that better career development managed by the company will improve employee performance. Career development plays a role in providing employee capacity development in carrying out work so that if employees can develop well, it will always improve employee performance (Katharina & Dewi, 2020). This research was supported by Cedaryana et al. (2018).

Furthermore, the sixth hypothesis is that performance mediates the effect of commitment on employee career paths. The results of hypothesis testing obtained that performance mediates commitment to employee career paths with a t-statistic value of 3.049, which is greater than the t-table value of 1.96 ($3,049 > 1,96$). Likewise, the significance value (P value) of 0.002 is smaller than the alpha used by 5 percent ($0,02 < 0,05$). So that the seventh hypothesis, which states that performance mediates the effect of commitment on employee career paths, is accepted. Performance

can mediate the influence between commitment and employee career paths. Organizational commitment has a positive and significant effect on employee performance, and motivation strengthens the relationship between individual characteristics, organizational culture, and organizational commitment to employee performance. This is in accordance with research (Tharanganie, 2013).

The seventh hypothesis is also accepted in this study. Performance mediates the effect of motivation on the career path of the employees of the General Bureau of the Regional Secretary of East Nusa Tenggara Province. Hypothesis test results obtained that performance mediates motivation on employee career paths with a t-statistic value of 2,455, which is greater than the t-table value of 1.96 ($2.455 > 1.96$), as well as a significance value (P value) of 0.014 which is smaller than the alpha used 5 percent ($0.014 < 0.05$). So the eighth hypothesis states that performance mediates the effect of motivation on employee career paths is accepted. This means that performance can mediate the influence of motivation on career development. So performance as a variable of job satisfaction contributes to several relationships between motivation and career path. The results of this study are in line with research by Sofyan et al. (2016), which states that performance can mediate motivation toward employee career paths in the General Secretary Bureau of the East Nusa Tenggara Province.

4. Conclusion

This study evaluates how commitment and motivation play a role in the career path of employees at the General Bureau of the Regional Secretary of East Nusa Tenggara Province. The results show that five hypotheses are accepted, namely commitment and motivation have a significant effect on employee performance, motivation has an effect on career paths at the General Bureau of the Regional Secretary of East Nusa Tenggara Province, and performance has a significant impact on career paths at the General Bureau of the Regional Secretary of East Nusa Tenggara Province, performance influences mediating commitment to the career path of employees at the General Bureau of the Regional Secretary of East Nusa Tenggara Province, performance has a significant effect on career paths. Lastly, performance influences mediating motivation on employee career paths at the General Bureau of the Regional Secretary of East Nusa Tenggara Province. One hypothesis rejected was that commitment did not significantly affect employee career paths at the General Bureau of the Regional Secretary of East Nusa Tenggara Province. Based on the findings of this study, we suggest first increasing the commitment of the employees of the General Bureau of the Regional Secretary of East Nusa Tenggara Province by conducting training, motivation, and constructive input so that employee performance will increase, and increasing performance will have a good effect on the career path of employees. Second, increasing the motivation of the employees of the General Bureau of the Regional Secretary of East Nusa Tenggara Province by improving their communication skills and daring them to take on challenges so that their career paths will increase. Third, further researchers are expected to be able to observe other factors that affect performance, such as wages or salaries, leadership style, and work environment.

Acknowledgment

The authors would like to thank the Widya Mandira Catholic University of Kupang and the General Bureau of the Regional Secretary of East Nusa Tenggara Province for this research for their support in data collection and their in-depth input so that this manuscript can be published properly.

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