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The Effect of Training and Development, Career Development with the Mediation of Organizational Commitment on Employee Performance of Generation Z Employees in Jakarta

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Abstract: This study aims to analyze the influence of Training and Development, Career Development, and Organizational Commitment on the Performance of Generation Z Employees in Jakarta. This study uses a quantitative method with a survey approach using a questionnaire to 270 respondents. The analysis was conducted using PLS-SEM to test direct and mediation relationships. The results of the study indicate that Career Development and Organizational Commitment have a positive and significant effect on Performance, while Training and Development does not show a significant direct effect. Furthermore, Organizational Commitment is proven to mediate the relationship between Training and Development and Career Development on Employee Performance. These findings provide insight that improving the Performance of Generation Z requires clear Career Development support and strengthened by Organizational Commitment.

Keyword: Employee Performance, Training & Development, Career Development, Organizational Commitment, Generation Z.

INTRODUCTION

Human resources are a crucial asset for any company, as an organization's success is fundamentally determined by the quality and performance of its employees. Employee Performance is a key indicator of organizational effectiveness and reflects the extent to which the Human Resources department successfully manages its workforce. According to data from the Badan Pusat Statistik/BPS (Central Statistics Agency) (2020), Generation Z, born between 1997 and 2012, has reached more than a quarter of Indonesia's total population and is now beginning to dominate the productive age group, especially in metropolitan areas like Jakarta. This presents new challenges for the business world, as Generation Z's characteristics differ from those of previous generations.

Based on Arum et al. (2023) study, there are seven characteristics of Generation Z, including figital (living without boundaries between the real and digital worlds), realistic (emphasizing real-life experiences over theory), and do-it-yourself (independent and self-taught). These characteristics are relevant to the phenomenon of the Generation Z workforce in

Jakarta. As Generation Z continues to grow in the workforce, companies are faced with new challenges in managing their workforce, which has distinct characteristics from previous generations (Zahra et al., 2025). Generation Z is known for its strong focus on self-development, career clarity, and a need for support and recognition from the organization. Although previous study has introduced that Training and Development, Career Development, and Organizational Commitment have an impact on Employee Performance (Suryani et al., 2023), however, various global reports indicate that HR Management practices in many organizations are not fully aligned with these needs.

This research conducted a pre-survey on 23 Generation Z employees in Jakarta, and it was found that the majority (85%) of respondents agreed that training, development, and career advancement had an impact on Employee Performance. In addition, 83% of respondents agreed that Organizational Commitment had an impact on the performance of employees. Based on the pre-survey result above, the study aims to further investigate whether factors such as Training and Development, Career Development, and Organizational Commitment are closely related to or influence Employee Performance. Training and Development serve to improve employee skills, especially those of Generation Z. Career Development helps meet the realistic needs of Generation Z, who desire a clear career path. Organizational Commitment strengthens their emotional bond with the company. Ultimately, all of this leads to improved Employee Performance, which is a crucial factor in achieving organizational goals.

This study aims to examine the influence of Training and Development, Career Development, and Organizational Commitment in creating optimal Employee Performance, especially for Generation Z in Jakarta, so that companies are able to make improvements to the quality of Employee Performance, retain potential workers, and develop increasingly effective HR strategies in facing the dynamics of the ever-changing work generation. Using theoretical perspective, this research studied four variables in HR Management to develop the hypothesis and explain the phenomena found in pre-survey; Training and Development, Career Development, Organizational Commitment, and .

According to Gustiana et al. (2022), Training and Development are strategic efforts to improve competency through short-term technical skill enhancement and long-term potential enhancement. Programs implemented systematically, fairly, and measurably aim to support the achievement of organizational goals. Furthermore, findings (Suryani et al., 2023) confirm that well-planned training and development play a crucial role in improving organizational effectiveness, primarily because they provide employees with opportunities to acquire new and relevant skills. Following Salju (2023) study, training and development not only focus on producing a competent workforce but also encourage employees' willingness to adapt to changes in the work environment. Training programs help improve technical skills, while development stimulates the growth of personal and professional competencies. This aligns with Holy et al.'s (2023) assertion that targeted training and development can improve employee work quality and simultaneously increase organizational productivity.

Further on that, Jen & Andani (2021) define Career Development as an activity used by organizations to help employees plan and achieve their career goals by improving their skills, competencies, and work experience. Focused career development provides employees with a sense of security about their professional future and helps organizations retain competent employees. Tari Utama (2021) adds that career development is a business strategy to improve the quality of human resources through structured planning and training, so that employees feel valued and more motivated. Additionally, career development opportunities play a crucial role in increasing employee engagement and performance (Ekowati & Arianto, 2022). When companies offer development opportunities, employees are encouraged to contribute optimally and demonstrate greater loyalty. This finding is supported by Salsabila & Marginingsih (2024), who explain that career development supported by realistic planning, a fair promotion system,

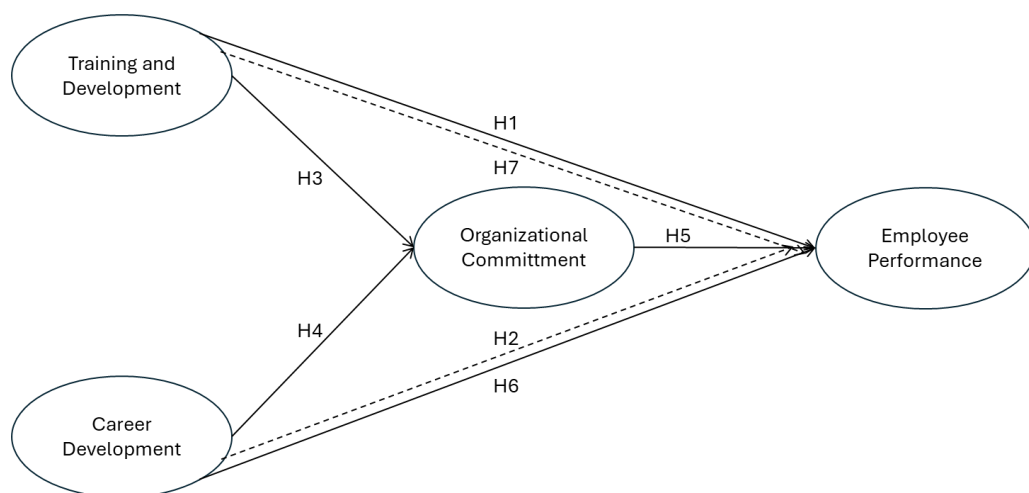
and transparent assessments can increase engagement and provide clear career direction to employees, which positively impacts their performance.

Further on that , Organizational Commitment reflects employee involvement and loyalty to the company, as evidenced by their willingness to actively participate and contribute to achieving organizational goals (Raharjo et al., 2023). This commitment is shaped by emotional and social aspects, so employees feel like an important part of the organization. According to (Purnawati et al., 2021), organizational commitment binds individuals to their work through affective, continuity, and normative aspects, thus encouraging positive work behavior. Azhar et al. (2022) define organizational commitment as a psychological state that describes employees' sense of involvement in the organization and their desire to continue working there. Furthermore, (Raharjo et al., 2023) emphasize that strong connectedness not only strengthens the social bonds between employees and the organization but also increases the overall effectiveness of the workforce.

The fourth variable studied in this research is Employee Performance which is the work results achieved by individuals based on their skills, experience, and commitment to their tasks (Suhardi et al., 2021). Performance is not only an indicator of individual success but also reflects the effectiveness of the organization as a whole. According to Setiawan et al. (2021), an employee's ability to complete their assigned tasks influences their performance. Performance can be improved through appropriate training and development, as these processes help develop skills and increase work efficiency. This conclusion is supported by (Setyo Widodo & Yandi, 2022), who argue that performance reflects work quality, productivity, discipline, and the ability to adapt to organizational demands.

METHOD

This study uses a positivist paradigm with a quantitative approach, and a causal or explanatory research category that aims to explain the causal relationship between variables and determine their influence. The sample design used is non-sampling with purposive sampling using a Likert scale. Data were analyzed using Structural Equation Modeling Partial Least Squares (PLS-SEM) modeling with SmartPLS 4. This study first conducted a preliminary test (pre-test) before distributing the questionnaire to the primary respondents to ensure the feasibility of the research instrument. The number of respondents in the pre-test was set at 129, obtained based on calculations using G*Power software. The pre-test was conducted to assess the validity and reliability of each indicator for each variable used in the study, ensuring that the instrument used in the primary data collection stage had good measurement quality. The following is the research model of this study:



Source: Hosen et al., 2024
Figure 1. Research Model

The validity results obtained that all indicators have met the convergent validity criteria with an outer loading value > 0.70 . Therefore, each indicator is considered valid reflecting the variables it measures. Based on the Average Variance Extracted (AVE) value in table 3.3, all variables show values above 0.50. This indicates that each variable meets the convergent validity criteria. All constructs show Cronbach's Alpha and Composite Reliability values above 0.70. Therefore, this research instrument is declared to have passed the reliability test and is reliable and all HTMT values are below 0.90, so it can be stated that discriminant validity has been met.

RESULTS AND DISCUSSION

Based on the distributed questionnaire, 300 respondents were obtained who met the criteria, namely Generation Z employees in Jakarta. Respondent characteristics based on gender, the majority of female respondents were 202 (67%) and male respondents were 98 (33%). In terms of age characteristics, the results showed that respondents aged 25-26 years were 146 (49%), aged 23-24 years were 68 (23%), respondents aged 27-28 years were 66 (22%) and aged 21-22 years were 20 (7%). This data shows that most respondents are in the early productive age included in the Generation Z category. In the Education category, there are 169 with a Bachelor's degree (56%), 70 with a Diploma (D3) degree, 52 with a Senior High School/Vocational High School (17%) while 9 with a Master's degree (3%). This shows that respondents have an adequate level of education to understand training policies, career development, and the dynamics of organizational performance and commitment, so that the answers given are considered relevant and reliable. In the characteristics of the business sector, the FMCG sector was found to have 75 respondents (25%), the financial and pharmaceutical sectors each had 33 respondents (11%), the retail sector had 23 respondents (8%), and e-commerce, health, technology, infrastructure, consultants, energy, and transportation and logistics had a smaller proportion with a percentage of 3% to 8%. As well as the manufacturing, trade, and mining sectors had 1% of respondents each. From the training characteristics, the majority of respondents received training 1-2 times. In the promotion characteristics, 137 (46%) had never received a promotion, 84 (28%) had received a promotion once, 64 (21%) had received a promotion twice, and 15 (5%) had received a promotion three times. Based on the results of the questionnaire on promotions being carried out transparently, 265 (88%) stated Yes and 35 (12%) stated No.

Based on the results obtained on the Training and Development variable, it is known that all indicators of Training and Development are in the agree category because they have a mean between 3.401 – 4.2. Indicator PP 4 “I received training on how to solve work problems according to the job description.” has the highest mean of 3.970. Indicator PP 5 “I received training to improve critical thinking skills in dealing with work problems.” has the lowest mean value of 3.873.

Based on the results obtained on the Career Development variable, it can be seen that most of the indicators of Career Development are in the strongly agree category because they have a mean value between 4.201 – 5.0. Indicator PK 2 “I understand the importance of continuous Career Development.” has an agree category with a mean value of 4.153. Indicator PK 5 has the lowest mean value of 3.927 “The career management program in my Company supports my Career Development.”

Based on the results obtained on the Organizational Commitment variable, it can be seen that all indicators of Organizational Commitment are in the agree category because they have a mean value between 3.401 - 4.2. Indicator KO 1 "The company where I work, makes me part of the family." has the highest mean value of 3.996. Indicator KO 7 "The company still retains me when I want to resign because it is difficult to find a replacement employee whose abilities are equal to mine." has the lowest mean value of 3.722.

Based on the data obtained on Employee Performance variable, most of the indicators of Employee Performance fall into the agree category with a mean between 3.401 – 4.2. Indicator KK 5 has a strongly agree category because it has a mean value of 4.226. Indicator KK 5 states “I keep updating the latest skills regarding my work.” It is the highest mean value of 4.213. Indicator KK 7 “I accept challenging tasks when there is an opportunity.” is the lowest mean value of 3.963. The following is an outer model to assess the relationship between variables.

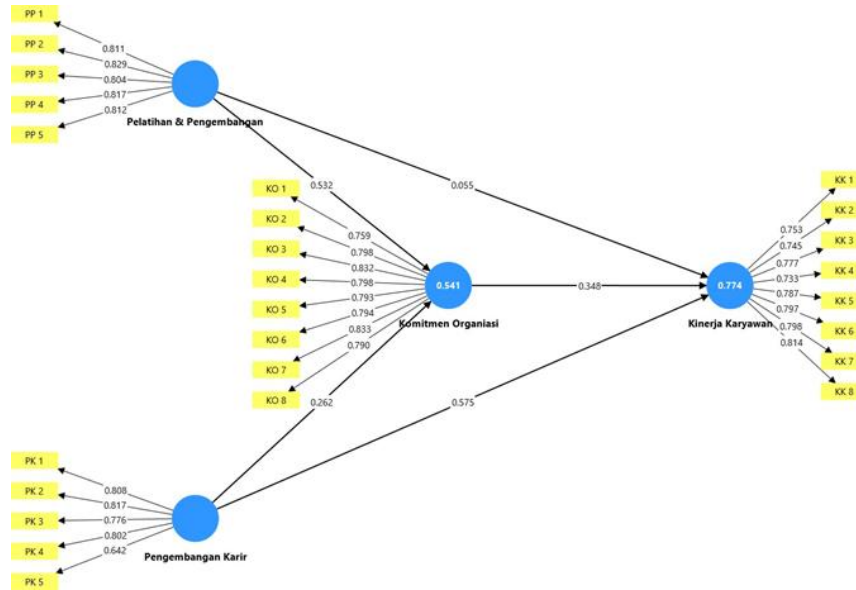


Figure 2. Outer Model

And in the Reliability Test, the following data was obtained:

Table 1: Cronbach's alpha & Composite Reliability results

Variabel	Cronbach's alpha	Rule of Thumb	Composite Reliability	Rule of Thumb	Keterangan
Traning and Development	0.903		0.928		Reliable
Career Development	0.908	>0.70	0.931	>0.70	Reliable
Organizational Commitment	0.940		0.950		Reliable
Employee Performance	0.932		0.944		Reliable

Source: Data Processed By Researchers (2025)

The results showed that all variables had Cronbach's Alpha and Composite Reliability values above 0.70. This indicates that all variables met the criteria for good reliability. And the Convergent Validity Test also found that all indicators for each variable had outer loading values above 0.70. Therefore, all indicators can be declared valid.

Following the above, discriminant validity testing is used to ensure that each variable in the research model is clearly distinct from the others, thus avoiding high correlations between them. This test uses the Heterotrait-Monotrait Ratio of Correlations (HTMT) approach as the statistical technique used in Structural Equation Modeling (SEM) to assess discriminant validity.

Table 2: HTMT test (Heterotrait-Monotrait Ratio of Correlations) results

	Employee Performance	Organizational Commitment	Career Development	Training and Development
Employee Performance				
Organizational Commitment	0.863			
Career Development	0.836	0.762		
Training and Development	0.791	0.780	0.721	

Source: Data Processed By Researchers (2025)

Based on Table 2, the results showed that all HTMT values are below 0.90, so it can be concluded that the discriminant validity of the research model has been fulfilled.

The inner model aims to assess the relationship and strength of influence between latent variables and to test the established research hypotheses. Based on the structural analysis (Inner Model) is as follows:

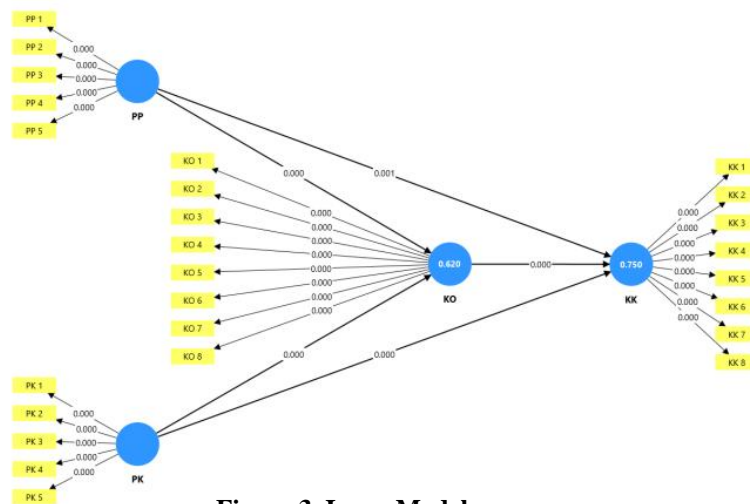


Figure 3. Inner Model

Further on, based on the results of the collinearity statistics (VIF) analysis, it was found that all variables had VIF values ranging from 1,764 to 2,629. This value indicates that all variables are in the ideal category because the value is below the limit of 3.0, it can be said that there are no multicollinearity problems found in this research model.

In the R-Square (R²) test, the results of the determination coefficient analysis (R-Square) explaining the R-Square value of Employee Performance of 0.750. This shows that Employee Performance can be explained by Organizational Commitment, Training and Development, and Career Development by 75%, while the remaining 15% is explained by other variables outside this research model. It can be concluded that Employee Performance is able to explain strongly, because the (R-Square) value is 0.750 (Hair et al., 2021). Next, the R-Square value of Organizational Commitment is 0.620, meaning that Training and Development and Career Development can explain by Organizational Commitment by 62%, and the remaining 38% is explained by other variables outside the model. The (R-Square) value of organizational commitment is 0.620 so it falls into the moderate category (Hair et al., 2021).

Then in Predictive Relevance (Q Square Predictive), the results obtained indicate that it has good predictive power for endogenous variables. The Q² Predict of Employee Performance is 0.674 indicating high predictive power. Meanwhile, Organizational Commitment has a Q²

Predict value of 0.613 which explains moderate to high predictive power. A Q^2 Predict value greater than zero ($Q^2 > 0$) confirms that this model can make positive predictions for both variables.

Based on testing between variables, the following conclusions were obtained with the following are the results of the hypothesis testing:

Table 3: Hypothesis Testing Results

	Hypothesis	Original sample (O)	T statistics (O/STDEV)	P values	Results
H1	Training and Development has a positive effect on Employee Performance.	0.202	3.159	0.001	Accepted
H2	Career Development has a positive effect on Employee Performance	0.334	5.611	0.000	Accepted
H3	Training and Development has a positive effect on Organizational Commitment	0.462	7.662	0.000	Accepted
H4	Career Development has a positive effect on Organizational Commitment	0.402	6.545	0.000	Accepted
H5	Organizational Commitment has a positive effect on Employee Performance	0.427	6.821	0.000	Accepted
H6	Organizational Commitment mediates the effect between Training and Development and Employee Performance.	0.197	5.079	0.000	Accepted
H7	Organizational Commitment Mediates the effect Between Career Development and Employee Performance	0.171	4.705	0.000	Accepted

Source: Data Processed By Researchers (2025)

Based on the inter-variable test, the following conclusions were obtained: 1. Training and Development has a positive and significant effect on Employee Performance, with a p-value of 0.001 (> 0.005) and a p-value of 0.202 in the original sample. 2. Career Development has a positive and significant effect on Employee Performance, with a p-value of 0.000 (< 0.005) and a p-value of 0.334 in the original sample. 3. Training and Development has a positive and significant effect on Organizational Commitment, with a p-value of 0.000 (< 0.005) and a p-value of 0.462 in the original sample. 4. Career Development has a positive and significant effect on Organizational Commitment, with a p-value of 0.000 (< 0.005) and an original sample value of 0.402. 5. Organizational Commitment has a positive and significant effect on Employee Performance, with a p-value of 0.000 (< 0.005) and an original sample value of 0.427. 6. Organizational Commitment mediates the relationship between Training and Development and Employee Performance, with a p-value of 0.000 (< 0.005) and an original sample value of 0.197. 7. Organizational Commitment mediates the relationship between Career Development and Employee Performance, with a p-value of 0.000 (< 0.005) and an original sample value of 0.171.

The effect of Training and Development on Employee Performance

The results of the hypothesis testing show that Training and Development have a positive and significant effect on the Performance of Generation Z Employees, with an original sample value of 0.202, a t-statistics value of 3.159, and a p-value of 0.001. These results indicate that

the first hypothesis H1 is supported, so it can be concluded that the better the implementation of training and development programs, the better the performance of Generation Z employees.

This finding is supported by the descriptive analysis, which found that all Training and Development indicators fell into the Agree category, with mean scores ranging from 3.944 to 4.059. Indicators PP 2 and PP 3 indicate that employees perceived the training provided as improving their work quality and skills. This indicates that relevant, applicable, and job-relevant training programs can significantly contribute to improved performance.

This aligns with Febrianty (2022) who stated that career development significantly impacts employee performance. Employees who care about their career path will improve their performance. This is in line with Syahputra & Tanjung (2020) who also showed that career development significantly contributes to directly improving employee performance.

The effect of Career Development on Employee Performance

The test results describe that Career Development has a positive and significant influence on Employee Performance, the original sample value is 0.575, t-statistics 10.213, and p-values 0.000. These values certainly indicate that the second hypothesis (H2) is supported so that it can be stated that the large influence of Career Development in the company will result in better Employee Performance.

This finding is consistent with the results of the descriptive analysis on the Career Development variable, where all indicators obtained a mean value in the Agree to Strongly Agree category. Indicators PK 1 and PK 2 illustrate that Generation Z employees consider Career Development as a very important aspect of their work. Indicators PK 3 and PK 4 emphasize that career planning and clarity of career paths play a major role in driving work productivity. This indicates that Generation Z is more responsive to Career Development opportunities than short-term training programs. It can be concluded that Career development is a strategic factor in improving employee performance, especially for Generation Z who strongly emphasizes long-term career growth and direction.

Kurnia & Sutisna (2025) menjelaskan Pelatihan dan Pengembangan memiliki pengaruh positif terhadap Komitmen Organisasi, karena karyawan merasa semakin percaya diri dengan menerima dukungan pembelajaran dari organisasi. Temuan ini sejalan dengan hasil penelitian Hosen et al., (2024) yang menyatakan bahwa Pelatihan dan Pengembangan berperan penting dalam meningkatkan komitmen karyawan, karena karyawan merasa diakui, diberdayakan, dan dihargai oleh perusahaan.

The effect of Training and Development on Organizational Commitment

The test results show that Training and Development has a positive and significant impact on Organizational Commitment, with an original sample value of 0.532, a t-statistic of 8.780 & p-values of 0.000; thus, we cannot reject hypothesis H3. This finding indicates that the more Training and Development, the greater the Organizational Commitment felt by employees.

Descriptive analysis of the Training and Development variable was assessed positively by employees, as reflected in indicator PP 2, which states that employees receive training to improve work quality, and PP 3, which illustrates that training can improve work quality and skills. At the same time, the Organizational Commitment indicator KO 8 indicates that employees feel they are a valuable asset to the company. This indicates that company support through Training and Development encourages a sense of appreciation, which then strengthens employee commitment to making optimal contributions.

Dewi et al. (2023) found similar findings, indicating that clear career planning can strengthen employee engagement because they see a promising future in the organization. In line with these results, Dinanti & Kasmiruddin (2025) also confirmed that career development has a positive and significant influence on organizational engagement. Organizations that

provide career development opportunities will make employees more emotionally engaged and willing to contribute optimally.

The effect of Career Development on Organizational Commitment

The test results indicate that Career Development has a positive and significant effect on Organizational Commitment with a t-statistic of 4.380 and a p-value of 0.000. Therefore, the fourth hypothesis (H4) is supported, stating that Organizational Commitment can be influenced by Career Development.

The descriptive analysis results show that the Career Development variable falls into the strongly agree category, particularly for indicators PK 1 and PK 2, illustrating that Generation Z employees highly value opportunities for growth and competency enhancement. Company support for Career Development makes employees feel cared for, thus encouraging higher commitment. Meanwhile, for the Organizational Commitment variable, indicator KO 8 indicates that employees feel they are valuable assets to the company. This finding aligns with positive perceptions of Career Development, where growth opportunities provide a sense of appreciation and strengthen commitment to the organization.

Komalasari et al. (2024) stated that strong organizational commitment can build a sense of responsibility and loyalty, ultimately improving the quality and effectiveness of employee work. Furthermore, Azhar et al. (2022) added that organizational commitment plays a role in creating a conducive work environment, thus enabling employees to work more effectively. It can be concluded that organizational commitment has a positive relationship with employee performance.

The effect of Organizational Commitment on Employee Performance

The test results indicate that Organizational Commitment has a positive and significant influence on Employee Performance, with an original sample size of 0.348, a t-statistic of 5.231, and a p-value of $0.000 < 0.05$. Thus, the fifth hypothesis (H5) is supported. This finding confirms that employees with high organizational commitment will deliver higher performance.

Descriptive analysis shows that Organizational Commitment falls into the agree category, as indicated by indicators KO 1, KO 3, and KO 8. These three indicators demonstrate that employees feel a sense of belonging to the company, a sense of belonging to the organization, and a sense of being valued as an important asset. This demonstrates that an emotional bond between employees and the company can boost performance motivation, which in turn results in positive contributions and outcomes.

According to (Hosen et al., 2024), highly committed employees will demonstrate their best performance as a form of moral responsibility to the company. (Idris et al., 2025) added that organizational commitment can act as a psychological bridge between training outcomes and performance improvement. It can be said that training and development have a positive effect on employee performance, with organizational commitment acting as a mediating variable that strengthens this relationship.

The mediating effect of Organizational Commitment mediates the relationship between Training and Development on Employee Performance

The test results explain that Organizational Commitment has a role in mediating between Training and Development on Employee Performance, with a t-statistic value of 4.576, and a p-value of $0.000 > 0.05$. It can be concluded that H6 is supported, which means that Organizational Commitment significantly mediates the effect of Training and Development on Employee Performance. Although H1 is not supported, training can still improve performance if it first increases Organizational Commitment. This means that new training provides optimal impact when employees feel appreciated and have a psychological bond with the Company. The results of the descriptive analysis support this. Most of the Training and Development

indicators are in the agree category, while the KO 8 indicator "I am a valuable asset to the company" shows that employee 68 feels recognized. This feeling of appreciation encourages stronger employee commitment, which will ultimately improve employee performance.

Wulandari et al. (2024) found a positive impact of organizational commitment on employee performance. Career development, if properly implemented and executed, will result in high levels of loyalty and commitment. According to Rahmawati & Tiarapuspa (2025), Hosen et al. (2024), and Idris et al. (2025), when companies provide clear career paths and support for personal development, employees feel valued within the organization. This commitment then motivates employees to make their best contributions.

The mediating effect of Organizational Commitment mediates the relationship between Career Development and Organizational Commitment.

The test above explains that Organizational Commitment has an influence in mediating the relationship between Career Development and Employee Performance, with a t-statistic value of 3.326, and a p-value of 0.000, so that hypothesis (H7) is stated to be supported. This finding indicates that Career Development not only has an influence on improving performance, but also has a stronger impact when accompanied by increased Organizational Commitment in employees.

Descriptive analysis shows that Career Development is considered very important by employees, reflected in the PK 1 and PK 2 indicators which are in the "Strongly Agree" category. This condition indicates that Generation Z employees have a strong orientation towards professional development. On the other hand, the KO 8 indicator in the Organizational Commitment variable shows that employees feel appreciated by the company, thus fostering emotional attachment. This feeling of appreciation strengthens the influence of Career Development on performance improvement. Overall, Career Development will be more effective when accompanied by strong Organizational Commitment, because the combination of the two increases employees' sense of belonging, loyalty, and motivation to achieve the best performance.

CONCLUSION

Based on the analysis and discussion in the previous chapter, which examined the influence of Training and Development and Career Development, mediated by Organizational Commitment, on Employee Performance, the following conclusions can be drawn: 1. Training and Development positively effects Employee Performance, thus supporting H1. 2. Career Development positively effects Employee Performance, thus supporting H2. 3. Training and Development positively effects an individual's commitment to the organization, thus supporting H3. 4. Career Development positively effects an individual's commitment to the organization, thus supporting H4. 5. Organizational Commitment positively effects Employee Performance, thus supporting H5. 6. Organizational Commitment positively mediates the relationship between Training and Development and Employee Performance, thus supporting H6. 7. Organizational Commitment positively mediates the relationship between Career Development and Employee Performance, thus supporting H7.

Companies need to maintain job-relevant training and development programs to continue to positively contribute to the performance of Generation Z employees. Career development needs to be a primary focus because it has been proven to significantly improve performance, so companies need to provide a clear and structured career path. Training and development programs should also be designed to foster a sense of appreciation to strengthen employee commitment to the company. Consistent career development can increase organizational commitment and help companies retain Generation Z employees. Strengthening organizational commitment is important because employees who feel a vital part of the company tend to perform better.

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