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The Effect of Transformational Leadership and Career Management on Organizational Commitment with Job Satisfaction as an Intervening Variable

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Abstract: This study aims to analyse the effect of transformational leadership, career management on organisational commitment with job satisfaction as an intervening variable. The population of the study is active civil servants in the BP2MI environment, totalling 884 people (data as of December 2023). Determination of the number of research samples using the Slovin formula due to the limited and reachable population of 275 people. The sampling method used non-probability sampling with purposive sampling technique. This study uses a Structural Equation Model (SEM) approach with a measurement model using the Smart PLS version 3.2.9 programme. The results showed that Transformational Leadership had no significant direct influence on Organisational Commitment at BP2MI. Transformational Leadership had a significant direct influence on employee Job Satisfaction at BP2MI. Career Management had a significant direct influence on employee Job Satisfaction at BP2MI. Job Satisfaction had a significant direct influence on Organisational Commitment of employees at BP2MI. Job Satisfaction can mediate the effect of Transformational Leadership on Organisational Commitment at BP2MI. Job Satisfaction can mediate the effect of Career Management on Organisational Commitment at BP2MI.

Keywords: Transformational Leadership, Career Management, Organisational Commitment, Job Satisfaction.

INTRODUCTION

One of the organisations that assist the government in delivering quality services is the Indonesian Migrant Workers Protection Agency (BP2MI). BP2MI is a body tasked with implementing policies in the service and protection of Indonesian Migrant Workers (PMI) in an integrated manner. In the new era of BP2MI, BP2MI has a big theme of PMI protection, namely Combating Syndication of Non-procedural Migrant Workers. With a Strategic Target: increasing the protection and welfare of PMI and their families. Every year government organisations take part in Bureaucratic Reform Assessment. Bureaucratic Reform is an effort to make fundamental reforms and changes to the system of government administration in order to realise good governance. Bureaucratic reform is important for

every government institution/agency, including the Indonesian Migrant Workers Protection Agency (BP2MI). One of the elements of bureaucratic reform is an internal survey of the organisation. This has been done by (BP2MI) in 2018, 2019. The internal survey on organisational integrity in 2018 and 2019 showed an index of 3.20 and 3.84 on a scale of 0 - 4, with the following details:

Table 1. Internal Survey Results on Organisational Integrity

No	Components	Index 2018	Index 2019
1	Organisational Culture and Anti-Corruption	3,22	3,72
2	Integrity in HR management	3,19	3,89
3	Integrity in budget management	3,18	3,88
4	Integrity of the superior government's conformity with rules and norms	3,21	3,88
Organisational Integrity Index		3,20	3,84

Source: Results of Evaluation of the Implementation of Bureaucratic Reform in 2019

The survey results in 2018 and 2019 show that the integrity aspects of conformity of superior orders with rules and norms and organizational culture and anti-corruption systems still need improvement because they get the lowest score compared to other aspects. To carry out the duties and functions of BP2MI, the BP2MI Strategic Plan for 2020-2024 and the Performance Agreement of the Head of BP2MI for 2022 have been established, which refers to the Minister of Pan RB Regulation Number 53 of 2014 concerning Technical Guidelines for Performance Agreements, Performance Reporting, and Procedures for Reviewing Government Agency Performance Reports, BP2MI has set 2 (two) Strategic Objectives with 4 (four) Performance Indicators to be achieved in 2022. In detail, the achievements of BP2MI's Strategic Objectives in 2022 are as follows:

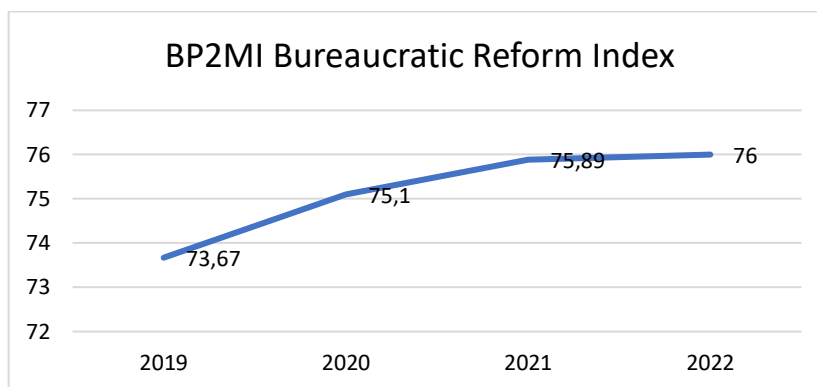
Table 2. Achievement of Strategic Objective Performance Indicators by 2022

No	Sasaran Strategis	IKSS	Performance Realization in 2022		
			Target 2022	Realization	Achievements
1.	Increased protection and welfare of migrant workers and families	Productivity of Indonesian Migrant Workers wage rate against Per Capita Income	1,50%	0,57%	38,00%
		Decrease in cases of Indonesian Migrant Workers	6,20%	9,24%	67,10%
2.	Improved good governance	Bureaucratic Reform Score	78%	75,89%	97,29%
		BPK Opinion on Financial Statements	WTP	WTP	100%

Source: BP2MI Performance Report Year 2022

Table 1.2 shows that there was 1 (one) performance indicator that was achieved 100%, namely "BPK Opinion on Financial Statements". The other 3 (three) performance indicators have not reached 100%, namely the performance indicators "Productivity of Indonesian Migrant Workers Wage Level to Per Capita Income", "Decrease in Indonesian Migrant Workers Cases", and "Bureaucratic Reform Score". The lack of performance achievement is due to the Covid-19 pandemic that is still raging. In addition, BP2MI is actively participating in the bureaucratic reform assessment. The BP2MI Bureaucratic

Reform Index (RB) from 2019 to 2022, shows an increase even though it is not significant, this can be seen in the figure below.



Source: Researcher's Analysis

Figure 1: BP2MI Bureaucratic Reform Index

Achievement of the Bureaucratic Reform Index, BPK Opinion and Fulfillment of Mandatory Quickwin (Bureaucratic Simplification), BP2MI can be recommended for a maximum performance allowance increase of 80%. The process of proposing an increase in BP2MI's performance allowance in 2021 has not yet been realized due to accidental regulations. The BP2MI Bureaucratic Reform Secretariat Team conveyed that this had quite an impact on the interest of employees to continue to carry out bureaucratic reforms in the organization. It can be seen from the interaction and attention of employees on the Self-Assessment of the Implementation of Bureaucratic Reform (PMPRB), always neglecting the deadline for completion and seemingly ignoring it. Likewise, the lack of attention of leaders regarding the development of bureaucratic reform in the organization. The suboptimal interaction and attention of BP2MI employees on the Self-Assessment of Bureaucratic Reform Implementation (PMPRB) is caused by the level of job satisfaction of BP2MI employees that is not in line with expectations. Not optimal job satisfaction of BP2MI employees can be seen from the high number of employees who move to other agencies, and there are still many employees who lack discipline. This is shown in the table below.

Table 3. Nominative data collected from 2020 - 2023

Mutasi			
Change of Work Unit	Moving Agencies	Transfer of Position	Disciplinary Penalties
96	92 People	103 people	13 people

Source: Researcher's Analysis

This condition reflects the low job satisfaction of BP2MI employees. This is also reinforced by the opinions of several employees who stated that organizations often pay less attention to important aspects in an effort to maintain human resources, thus creating a gap between human resources and the organization. Robbins & Judge, (2018) state job satisfaction as a general attitude of an individual towards their job. Job satisfaction is one of the important aspects in the practice of human resource management and organizational behavior. This is because job satisfaction can affect absenteeism, labor turnover, morale, complaints and other vital personnel issues.

The quality of the leader is often considered the most important factor in the success or failure of the organization. Menon (2022) argues that the success or failure of an organization, both business and public oriented, is usually perceived as the success or failure of the leader. Robbins & Judge, (2017: 261) state that transformational leadership is the style

of a leader who inspires his followers to go beyond their self-interest and who has the ability to have a deep and extraordinary influence on his followers. Transformational leadership style is considered to have an important role in shaping effective management because transformational leadership can encourage positive employee behavior (Buil et al., 2019). Many studies have proven that transformational leadership style has an influence on employee performance, one of which is research conducted by Ollan & Roussel, (2017); Veliu et al. results, (2017). However, different results were shown by Araffat et al. (2020); Makambe & Moeng, (2020) prove that transformational leadership style has no significant effect on employee performance.

In addition, career management is also a factor that affects job satisfaction. Widyanti & Nuryatno, (2018: 10) explain that career management is the process of managing employee careers which includes stages of career planning activities, career development and counseling, and career decision making. Career management involves all parties including employees concerned with the unit where the employee works, and the organization as a whole. Based on Government Regulation No. 11/2017 on Civil Servant Management, career development, competency development, career patterns, mutations, and promotions are civil servant career management that must be carried out by applying the principles of the merit system and adjusted to the needs of the agency. The implementation of the merit system in BP2MI in 2021 shows a very good category with a score of 75.4. Then in 2023 it showed a good category with a score of 0.74. The assessment results indicate that BP2MI has experienced a significant decline in the application of the merit system in ASN management assessed by the State Civil Apparatus Commission (KASN). Research on the effect of career management on job satisfaction was conducted by Suryani, (2020); Yaningsih & Triwahyuni, (2022) prove that career management has a positive effect on job satisfaction. However, different results were found by Saefullah, (2022), where it was found that career management had no effect on job satisfaction.

Not only career management, organizational commitment can also affect job satisfaction. Dwiyanti & Bagia, (2020) explain that organizational commitment is the willingness of a person to his company to achieve a goal by sacrificing the amount of effort given to the organization. High organizational commitment needs to be instilled in employees to be able to work well with their coworkers. The effect of organizational commitment on job satisfaction is proven by the results of research conducted by Zulfikar, (2022); Pratama, (2017); Dwiyanti and Bagia (2020) also prove that organizational commitment affects job satisfaction. However, different results were shown by Tahir, (2017) that the high organizational commitment of employees in reality proved unable to increase job satisfaction.

In this study, job satisfaction mediates the effect of transformational leadership and career management on organizational commitment, which can strengthen or weaken the effect of transformational leadership and career management on organizational commitment. Ilahi et al., (2017) stated that there is a positive and significant relationship between job satisfaction and organizational commitment. This suggests that although job satisfaction itself is very interesting and important, there are other important things, namely the relationship between job satisfaction and organizational commitment. Zulfikar (2022) added that job satisfaction and organizational commitment tend to influence each other. People who are happy with their jobs are more likely to be loyal and committed to the organization, and those who are committed to the organization are more likely to be satisfied with their jobs. Someone who is dissatisfied with their job and lacks commitment to the organization can reduce work quality. For this reason, with transformational leadership and career management that meets employee expectations, it can affect the increase in organizational commitment which will then have an impact on job satisfaction.

Based on the description of the phenomena and research gaps that have been described, this study aims to analyze the effect of transformational leadership, career management on organizational commitment with job satisfaction as a mediating variable. This research is expected to be useful input and useful consideration for BP2MI in the process of formulating and determining apparatus HR management policies, especially related to employee job satisfaction. In addition, the research is expected to provide input based on academic and scientific studies to leaders in the decision-making process related to employee job satisfaction issues, as well as determining strategies for building organizational commitment in influencing employee job satisfaction. Furthermore, the research results are also expected to be a reference for further research. Based on this explanation, the title of this research is "The Effect of Transformational Leadership and Career Management on Organizational Commitment with Job Satisfaction as an Intervening Variable".

Relationship between Variables

The Effect of Career Management on Organizational Commitment

Career management owned by the organization is used to determine employee potential, strengthen retention and can help employees in terms of self-actualization and this is obtained from activities that have certain characteristics according to employee career needs (Al Hakim et al., 2019). Likewise, the career management provided by the organization to employees will first be adjusted to the interests and abilities of employees and the opportunities that exist in the organization (Retnowati, 2021). These results are in line with research conducted by Mardikaningsih and Darmawan (2020) which shows that Career Management affects Organizational Commitment.

H2 : There is a significant influence of career management on the organizational commitment of BP2MI employees.

The Effect of Transformational Leadership on Job Satisfaction

Transformational leadership has a great beneficial effect on empowerment in the workplace. Meanwhile, by increasing job satisfaction and reducing the incidence of adverse outcomes, job satisfaction can be assured. Furthermore, job satisfaction is largely associated with adverse events Boamah et al. (2018). There are several studies that have been conducted by other researchers in investigating the importance of transformational leadership on job satisfaction (Dappa et al., 2019; Lan et al., 2019; Luu & Phan, 2020). In addition, research conducted by Alshehhi et al., (2019) has investigated the effect of transformational leadership on job satisfaction of public employees in the UAE. The results of Allozi, et al (2022) show that transformational leadership has a positive effect on employee job satisfaction. Based on this statement, the following hypothesis is formulated:

H3: There is a significant effect of transformational leadership on job satisfaction of BP2MI employees.

The Effect of Career Management on Job Satisfaction

Career management can be viewed as formal activities (training programs, career planning) and informal activities (mentoring, networking opportunities). As stated by Naseer et al. (2021) formal and informal career management activities can help employees to take advantage of opportunities in the organization. In an effort to develop employees' careers, organizations must ensure their career management planning involves both individual and organizational needs. This process can not only make employees feel valued in the organization, but can also increase employee satisfaction (Naseer et al., 2021). Research conducted by Tresna et al (2019) found that when employees get better career management,

satisfaction with work will be high. The same results were also shown by (Naseer et al., 2021). Based on this statement, the following hypothesis is formulated:

H4 : There is a significant effect of career management on job satisfaction of BP2MI employees.

Effect of Job Satisfaction on Organizational Commitment

Employee job satisfaction is a factor that is considered important, because it can affect the running of an organization and is a clue that employees have a good feeling in carrying out their work. Individuals who have a high commitment to the organization will continue to show their attitudes and behavior for the progress of the organization. Employees with high commitment can create maximum effort in improving performance both individually and in groups because employees are able to work wholeheartedly (Maryani, 2018). Based on this statement, the following hypothesis is formulated:

H5: There is a significant effect of job satisfaction on organizational commitment of BP2MI employees.

The Effect of Transformational Leadership on Organizational Commitment through Job Satisfaction as Mediation

Leadership style indirectly affects organizational commitment with a mediating role, namely job satisfaction. Job satisfaction can be increased through attention and good relationships from leaders to subordinates, so that employees will feel that they are an important part of the organization. Job satisfaction is the first aspect that is achieved before an employee has organizational commitment, so employees who have satisfaction at work will strengthen the influence of leadership on organizational commitment. Research conducted by Widyatmika and Riana (2020) which shows that job satisfaction has a positive and significant effect in mediating the influence of transformational leadership on organizational commitment. This shows that the emergence of job satisfaction will have an impact on organizational commitment. Based on this statement, the following hypothesis is formulated:

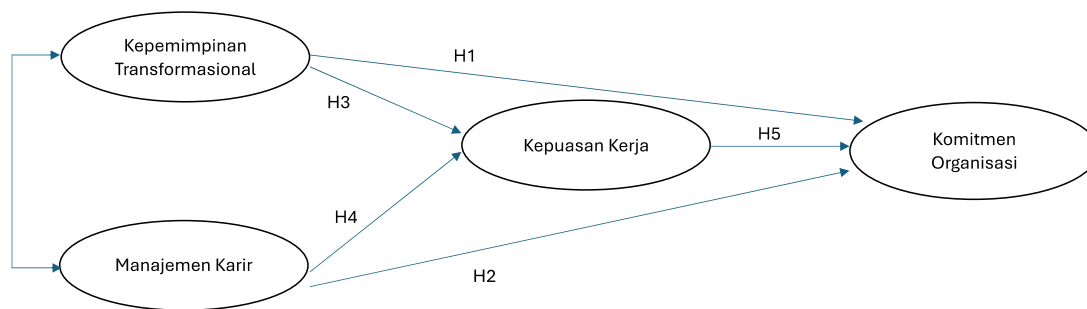
H6 : There is a significant effect of transformational leadership on organizational commitment mediated by job satisfaction.

The Effect of Career Management on Organizational Commitment through Job Satisfaction as Mediation

Effective career management increases employees' job satisfaction, and it is this job satisfaction that ultimately increases their commitment to the organization. This happens because job satisfaction serves to strengthen employees' emotional ties to the organization, as well as increase their motivation to contribute more. When organizations have supportive career management policies and programs, employees feel valued and given the opportunity to grow. These results are in line with research conducted by Khavida et al., (2020) which states that job satisfaction can mediate the relationship between career management and organizational commitment. Research conducted by Tresna et al (2019) found that when employees get better career management, job satisfaction will be high.

H7 : There is a significant effect of career management on organizational commitment mediated by job satisfaction.

From the description above, the research model used in this study can be described as follows:



Source: Researcher's Analysis

Figure 2. Research Model

METHOD

This research uses a quantitative approach with an explanatory or causal design that aims to explain how one variable affects or is responsible for changes in other variables (Cooper & Schindler, 2017). This research was conducted in early 2024 at the BP2MI office located at Jalan MT Haryono Kav 52, Pancoran, South Jakarta 12770. The research consists of transformational leadership and career management as independent variables, job satisfaction as an intervening variable, below is the measurement of each variable can be described in Table 1 below.

Table 4. Measurement of Research Variables

Variables	Dimensions	No Item	Scale
Transformational Leadership (Colquitt, Lepine & Wesson, 2017)	Charisma	1, 6	Likert Scale
	Inspirational	7, 9	
	Intellectual stimulation	10, 15	
Career Management (Vos dan Cambre, 2016)	Individualized consideration	16, 20	Likert Scale
	Career Practices	21, 24	
	Development I-Deals	25, 29	
Organizational Commitment (Meyer, Allen, & Smith, 1993)	Individual Responsibility	30, 34	Likert Scale
	Consensus about Career Management	35, 38	
Job Satisfaction (Spector et al, 1994)	Komitmen Afektif	39, 44	Likert Scale
	Komitmen Berkelanjutan	45, 50	
	Komitmen Normatif	51, 56	
	Pay	57, 60	
	Promotion	61, 64	
	Supervision	65, 68	
	Fringe Benefit	69, 72	
Contingen Reward	73, 76		
Work Conditions (Spector et al, 1994)	Work Conditions	77, 80	Likert Scale
	Coworker	81, 84	
	Nature of Work	85, 88	
Communiation	89, 92		

The data collection method used in this study uses primary data sources obtained through a survey conducted using an online questionnaire with the help of Google Forms. The population in this study were active civil servants in the BP2MI Environment, totaling 884 people (data as of December 2023). Determination of the number of research samples using the Slovin formula due to the large population of 275 people. The sampling technique that will be used in this research is non-probability sampling technique. The non-probability sampling technique used is purposive sampling method. This study uses a Structural Equation Model (SEM) approach with a measurement model using the Smart PLS version 3.2.9 program to measure the intensity of each research variable and the structural model to analyze data and research hypotheses.

RESULTS AND DISCUSSION

Pretest Test

At this pretest stage, the validity and reliability of the instruments used to measure the variables in the study were tested. The results of the validity pretest test can be seen in the table below. Based on the results of the validity analysis test, it shows that the majority of each indicator has a significance value below 0.5 and a Pearson correlation value above 0.294. In this case, it is concluded that each variable can be said to be valid. However, indicators MK10, MK17, KO11, KK22, and KK23 obtained a significance value above 0.05 and a pearson correlation value below 0.294. It can be concluded that the data for indicators MK10, KO11, KK22, and KK23 are invalid. Then the reliability analysis test results show that all indicators of this study are reliable because they produce a Cronbach alpha value above 0.7. In this case all indicators of each variable can be said to be reliable.

Outer Model Test

After testing validity and reliability, the next step is to test the Outer Model. This test aims to test the relationship between indicators and the construct or latent variable being measured. Based on the PLS method, tests are carried out, namely validity test and reliability test. In this study, the validity test can be carried out in 2 stages, namely testing convergent validity and discriminate validity.

Table 5. Convergent Validity Analysis Test Results (n=275)

	Transformational Leadership	Job Satisfactio n	Organizational Commitment	Career Managemen t
KT1	0,890			
KT2	0,882			
KT3	0,890			
KT4	0,865			
KT5	0,902			
KT6	0,861			
KT7	0,925			
KT8	0,895			
KT9	0,888			
KT10	0,914			
KT11	0,863			
KT12	0,898			
KT13	0,848			
KT14	0,867			
KT15	0,906			
KT16	0,902			
KT17	0,875			
KT18	0,908			
KT19	0,905			

KT20	0,802	
KK1		0,727
KK2		0,724
KK3		0,719
KK4		0,737
KK5		0,761
KK6		0,793
KK7		0,760
KK8		0,784
KK9		0,810
KK10		0,754
KK11		0,773
KK12		0,737
KK13		0,715
KK14		0,716
KK15		0,720
KK16		0,713
KK17		0,713
KK18		0,719
KK19		0,748
KK20		0,736
KK21		0,718
KK22		0,721
KK23		0,734
KK24		0,733
KK25		0,714
KK26		0,733
KK27		0,730
KK28		0,732
KK29		0,750
KK30		0,764
KK31		0,748
KK32		0,756
KK33		0,729
KK34		0,791
KK35		0,740
KK36		0,759
KO1		0,791
KO2		0,727
KO3		0,737
KO4		0,728
KO5		0,753
KO6		0,722
KO7		0,791
KO8		0,728
KO9		0,743
KO10		0,714
KO11		0,734
KO12		0,716
KO13		0,737
KO14		0,726
KO15		0,760
KO16		0,748
KO17		0,730
KO18		0,740
MK1		0,842
MK2		0,883
MK3		0,823
MK4		0,882
MK5		0,846

MK6	0,826
MK7	0,821
MK8	0,824
MK9	0,835
MK10	0,730
MK11	0,727
MK12	0,747
MK13	0,745
MK14	0,727
MK15	0,787
MK16	0,842
MK18	0,834

Sumber: Hasil Pengolahan Data dengan SmartPLS 3.2.9 (2024)

Based on the table above, it can be seen the results of the convergence validity analysis test which includes the value of outer loading and AVE. In the loading value of all reflective constructs, which is above > 0.70, it can be said to be valid or has met convergent validity. Furthermore, below are the results of discriminant validity testing by looking at the Average Variance Extracted (AVE) value which can be seen in the table below.

Table 6. AVE Results of the Research Model

	AVE
Transformational Leadership	0,783
Career Management	0,654
Organizational Commitment	0,549
Job Satisfaction	0,551

Source: Results of Data Processing with SmartPLS 3.2.9 (2024)

The results of discriminant validity testing carried out by looking at the AVE value can be explained that the AVE Value of the research model for all variables has a value above 0.5 so that the AVE value for discriminant validity testing is sufficient for further testing. Thus, the discriminant validity test has been fulfilled as well as the convergent validity test.

Furthermore, reliability testing, the reliability test in this study was determined from the composite reliability value and Cronbach's alpha for each indicator block. The rule of thumb alpha or compositoreliability value must be greater than 0.7 although a value of 0.6 is still acceptable (Hair et al. 2008). Table 7 presents the results of the Cronbach alpha and composite reliability tests in this study.

Table 7. Reliability Testing Results

Variable	Cronbach's Alpha	Composite Reliability
Transformational Leadership	0,985	0,986
Career Management	0,967	0,970
Organizational Commitment	0,952	0,956
Job Satisfaction	0,977	0,978

Source: Results of Data Processing with SmartPLS 3.2.9 (2024)

Table 7 shows the results of the Cronbach alpha and composite reliability tests, where all values of the variables meet the requirements in the minimum test value and are reliable so that they can be used in hypothesis testing.

Inner Model Test

The Inner Model test is conducted to assess the relationship between latent variables in the research model. The main purpose of the Inner Model test is to evaluate how well the latent variables in the model interact and influence each other. In this study, the inner model test consists of the coefficient of determination test, f test, and t test. The following are the results of the coefficient of determination test generated for this study.

Table 8. Value Output Results R²

	R Square
Job Satisfaction	0,731
Organizational Commitment	0,528

Source: Results of Data Processing with SmartPLS 3.2.9 (2024)

The R-square value on the Job Satisfaction variable is 0.731, this indicates that 73.1% of the Job Satisfaction variable can be influenced by the Transformational Leadership, Performance Management variables, while the remaining 22.9% is influenced by other variables outside the study. Then the Organizational Commitment variable is 0.528, this indicates that 52.8% of the Organizational Commitment variable can be influenced by the Transformational Leadership, Performance Management and Job Satisfaction variables, while the remaining 47.2% is influenced by other variables outside the study. After testing the coefficient of determination (R²), the next step in the Inner Model test is the f test.

Table 9. Value Output Results F²

	Job Satisfaction	Organizational Commitment
Transformational Leadership	0,259	0,005
Job Satisfaction		0,091
Career Management	0,383	0,053

Source: Results of Data Processing with SmartPLS 3.2.9 (2024)

The F square value shows the influence of variables on other variables. Transformational Leadership has a moderate influence on Job Satisfaction with an F square value of 0.259, while Career Management has a strong influence on Job Satisfaction with an F square value of 0.383. Job Satisfaction has a small influence on Organizational Commitment with an F square value of 0.091. Meanwhile, the direct effect of Transformational Leadership on Organizational Commitment has a small effect with an F square value of 0.005, and Career Management also has a small effect on Organizational Commitment with an F square value of 0.053. After doing the f test, the next step in the Inner Model test is the t test.

Table 10. T Value Output Results

	Hypothesis	Significant	T-Statistic	Conclusion
H1	Transformational Leadership -> Organizational Commitment	0,219	1,232	Rejected
H2	Career Management -> Organizational Commitment	0,001	3,292	Accepted
H3	Transformational Leadership -> Job Satisfaction	0,000	6,551	Accepted

H4	Career Management -> Job Satisfaction	0,000	8,190	Accepted
H5	Job Satisfaction -> Organizational Commitment	0,000	5,210	Accepted
H6	Transformational Leadership -> Job Satisfaction -> Organizational Commitment	0,000	4,285	Accepted
H7	Career Management -> Job Satisfaction - > Organizational Commitment	0,000	4.117	Accepted

Source: Results of Data Processing with SmartPLS 3.2.9 (2024)

The table above shows that the second to seventh hypotheses are accepted, but the first hypothesis is rejected, this is because this is because it gets a sig. value greater than 0.05.

Discussion

The results of testing the first hypothesis show that Transformational Leadership is proven not to have a significant direct influence on Organizational Commitment at BP2MI. This is because the t statistics value of 1.232 is greater than the t table value = 1.96, and the P-Values value = 0.219 is greater than $\alpha = 0.05$. The results of this study indicate that the role of Transformational Leadership is directly unable to increase Organizational Commitment. The results of this study are in line with research conducted by Citrasumidi and Erdiansyah (2024) which shows that transformational leadership has no effect on organizational commitment. These results indicate that transformational leadership cannot have a direct effect on organizational commitment.

The results of testing the second hypothesis show that Career Management is proven to have a significant direct influence on Organizational Commitment at BP2MI. This is because the t-statistic value of 3.292 is greater than the t-table value = 1.96, and the P-value = 0.001 is smaller than $\alpha = 0.05$. The results of this study indicate that the better the Career Management, the higher the level of Organizational Commitment. These results are in line with research conducted by Mardikaningsih and Darmawan (2020) which shows that Career Management affects Organizational Commitment.

The results of testing the third hypothesis show that Transformational Leadership is proven to have a significant direct influence on employee Job Satisfaction at BP2MI. This is because the t statistics value of 6.551 is greater than the t table value = 1.96, and the P-Values value = 0.000 is smaller than $\alpha = 0.05$. The results of this study indicate that the better the Transformational leadership, the higher the level of job satisfaction. These results are in line with research conducted by Allozi, et al (2022) showing that transformational leadership has a positive effect on employee job satisfaction. The same results shown by Alshehhi et al., (2019) state that transformational leadership affects job satisfaction of public employees in the UAE.

The results of testing the fourth hypothesis show that Career Management is proven to have a significant direct influence on employee Job Satisfaction at BP2MI. This is because the t statistics value of 8.190 is greater than the t table value = 1.96, and the P-Values value = 0.000 is smaller than $\alpha = 0.05$. The results of this study indicate that the better the Career Management, the higher the level of job satisfaction. The results of this study are in line with

research conducted by Tresna et al (2019) found that when employees get better career management, satisfaction with work will be high. The same results were also shown by Nasir et al (2021) who found that career management has an effect on job satisfaction.

The results of testing the fifth hypothesis show that Job Satisfaction is proven to have a significant direct influence on the Organizational Commitment of employees at BP2MI. This is because the t statistics value of 5.210 is greater than the t table value = 1.96, and the P-Values value = 0.000 is smaller than $\alpha = 0.05$. The results of this study indicate that the better Job Satisfaction, the higher the level of job satisfaction. The results are in line with research conducted by Anggraeni et al., (2020) which shows that Job Satisfaction affects Organizational Commitment, the same results were also carried out by Ramdhani and Rinaldi (2024) that job satisfaction has a positive and significant effect on organizational commitment.

The results of testing the sixth hypothesis show that Job Satisfaction can mediate the effect of Transformational Leadership on Organizational Commitment at BP2MI. This is because the t statistics value of 4.285 is smaller than the t table value = 1.96, and the P-Values value = 0.000 is smaller than $\alpha = 0.05$. The beta coefficient value of the mediation variable shows a number of 0.164, meaning that the greater the beta coefficient number, the greater the contribution of the mediation variable in the process. In this case, the value of 0.164 indicates a significant influence, although not too large. In this case Job Satisfaction is sufficient in mediating the effect of Transformational Leadership on Organizational Commitment. The results of this study are in line with research conducted by Widyatmika and Riana (2020) which shows that job satisfaction has a positive and significant effect in mediating the effect of transformational leadership on organizational commitment. Am results were also carried out by Bhaskara and Subudi (2019) which showed that job satisfaction can mediate transformational leadership on organizational commitment.

The results of testing the seventh hypothesis show that Job Satisfaction can mediate the effect of Career Management on Organizational Commitment at BP2MI. This is because the t statistics value of 4.117 is greater than the t table value = 1.96, and the P-Values value = 0.000 is smaller than $\alpha = 0.05$. The beta coefficient value of the mediation variable shows a number of 0.199, meaning that the greater the beta coefficient number, the greater the contribution of the mediation variable in the process. In this case, the value of 0.199 indicates a significant influence, although not too large. In this case Job Satisfaction is sufficient in mediating the effect of Career Management on Organizational Commitment. This result is in line with research conducted by Mardikaningsih and Darmawan (2020) which shows that Career Management affects Organizational Commitment. Research conducted by Tresna et al (2019) found that when employees get better career management, satisfaction with work will be high.

Managerial Implications

The managerial implication of this research shows that BP2MI needs to improve several aspects to optimize employee performance. Increased challenges in tasks and more attention to employees' individual needs should be done to strengthen transformational leadership. In career management, more adequate recognition and incentives are needed to increase employee motivation and satisfaction. BP2MI also needs to strengthen the sense of belonging and responsibility for organizational issues by involving employees more actively

in decision-making. In addition, although BP2MI has been good at providing clarity on SOPs, the merit-based promotion system should be improved to be more transparent and fair.

Organizational Dynamics During Research

During the research, the organization underwent structural and policy changes, including changes in nomenclature, additional functions, and adjustments to tasks in accordance with the new cabinet directives, which are based on Presidential Regulations No. 165 and 166 of 2024. Despite these changes, the core tasks and roles of the organization remained the same, and the regulations governing the object of research also underwent changes, such as Law No. 20 of 2023 on the State Civil Apparatus. However, these changes do not affect the relevance and validity of the research results because the main functions of the organization continue to run and the strategic policies remain relevant to the research focus. Thus, the research still accurately reflects the condition of the organization, despite changes in structure and policy.

CONCLUSION

The results show that Transformational Leadership had no significant direct influence on Organizational Commitment at BP2MI. Transformational Leadership had a significant direct influence on employee Job Satisfaction at BP2MI. Career Management had a significant direct influence on Job Satisfaction of employees at BP2MI. Job Satisfaction had a significant direct influence on Organizational Commitment of employees at BP2MI. Job Satisfaction can mediate the effect of Transformational Leadership on Organizational Commitment at BP2MI. Job Satisfaction can mediate the effect of Career Management on Organizational Commitment at BP2MI.

Based on the research conclusions, some practical suggestions for BP2MI include improving transformational leadership by assigning more complex projects and utilizing technology, as well as paying attention to employees' individual needs through regular meetings and performance dialogue. BP2MI is also advised to improve recognition and incentives in career management by creating merit-based rewards and transparent career paths. To strengthen organizational commitment, it needs to foster a sense of community through a positive culture and involve employees in strategic discussions. Regarding job satisfaction, BP2MI needs to maintain job flow clarity through relevant SOPs and improve the promotion system with transparency. Future researchers are advised to expand the scope of factors affecting job satisfaction and involve a larger sample to improve data accuracy.

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