

Building Organizational Commitment Through Career Development And Employee Recognition: Testing The Mediating Role of Work Motivation At The Serang Regency Transportation Agency

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Abstract.

This study aims to analyze the influence of career development and employee recognition on organizational commitment with work motivation as a mediating variable at the Serang Regency Transportation Agency. The study used a quantitative approach with a causal associative design. Data were collected through questionnaires and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM). The results showed that career development had a positive and significant effect on work motivation with a coefficient of 0.452 and p-value 0.000. Employee recognition also has a positive and significant effect on work motivation with a coefficient of 0.481 and p-value 0.000. Career development has a positive and significant effect on organizational commitment of 0.214, while employee recognition has an effect of 0.253. Work motivation has a positive and significant effect on organizational commitment with a coefficient of 0.492. In addition, work motivation is proven to mediate the effect of career development on organizational commitment of 0.222 and mediate the effect of employee recognition on organizational commitment of 0.237. All research hypotheses are accepted. These findings confirm that increasing organizational commitment can be done through strengthening career development, providing appropriate recognition, and increasing employee work motivation.

Keywords: Career Development; Employee Recognition; Work Motivation and Organizational Commitment.

I. INTRODUCTION

Management is a strategic process in managing organizational resources so that goals can be achieved effectively and efficiently. In public organizations, human resource management plays a crucial role because the success of public services is determined not only by policies and work systems, but also by the quality, motivation, and commitment of employees. Organizational commitment reflects employee attachment to the organization, the desire to maintain membership, and the willingness to contribute to the achievement of organizational goals. Strong commitment is becoming increasingly important in public service agencies because it is related to the consistency of task implementation and the quality of service.

The Serang Regency Transportation Agency is a regional government agency with a strategic role in supporting transportation, community mobility, and public services in the region. This requires highly committed employees. However, organizational commitment issues remain evident in aspects such as emotional attachment, the desire to stay, and employees' sense of obligation to the organization.

Organizational commitment can be influenced by various human resource management practices, including career development, employee recognition, and work motivation. Career development through promotional opportunities, clear career paths, training, and organizational support can strengthen employee-organization relationships. A study by Alazhar et al. (2024) showed that career development is related to work motivation and organizational commitment, while research on career development support also demonstrated its link to strengthening employee-organization relationships.

Furthermore, employee recognition in the form of appreciation, performance rewards, and non-financial rewards can foster feelings of appreciation and increase the drive to contribute. Work motivation is thus positioned as a crucial mechanism explaining how employee management practices shape organizational commitment. Recent studies also demonstrate the link between career development, work motivation, and organizational commitment across various organizational contexts.

This phenomenon is reinforced by a pre-survey of 30 employees of the Serang Regency Transportation Agency. The results showed that 52%–60% of respondents disagreed with the aspect of career development, 58%–65% with employee recognition, and 46%–54% with work motivation. Regarding

organizational commitment, 42%–47% of respondents disagreed with the indicators of affective, ongoing, and normative commitment. This condition indicates problems with career transparency, appreciation for contributions, work motivation, and employee engagement. Therefore, this study is important to conduct to examine the influence of career development and employee recognition on organizational commitment with work motivation as a mediating variable in the Serang Regency Transportation Agency.

Previous research strengthens the relationship between variables in this research model. Alazhar et al. (2024) showed that career development, work motivation, and organizational commitment are related to improving the quality of employee management. Nurhayati et al. (2024) found that career development is related to employee engagement and organizational commitment. Ferdian et al. (2024) proved that career development and organizational commitment are related to productivity through work motivation. Sebastian et al. (2024) showed that career development and work motivation play a role in shaping organizational commitment. Furthermore, Hotama and Setiorini (2025) found that work motivation has a significant effect on organizational commitment. These findings reinforce the importance of examining career development, employee recognition, and work motivation in building organizational commitment.

This research gap lies in the limited number of studies that simultaneously integrate career development and employee recognition to explain organizational commitment. Previous research has primarily examined career development, work motivation, or organizational commitment partially, while employee recognition has not been widely integrated into the same model. Furthermore, results regarding career development and organizational commitment have not been entirely consistent. Testing work motivation as a mediating variable is also limited, particularly in public sector organizations and the Serang Regency Transportation Agency.

The novelty of this research lies in the development of a model that integrates career development and employee recognition as variables that build organizational commitment through work motivation as a mediating variable. The model not only tests the direct effect but also explains the relationship mechanism between variables through work motivation. Another novelty lies in the context of the Serang Regency Transportation Agency, a public sector organization with transportation service characteristics. Thus, this research provides a more comprehensive perspective on the formation of organizational commitment through human resource management practices.

II. LITERATURE REVIEW

Social Exchange

Social Exchange explains that employee-organization relationships are formed through the principle of reciprocity. When organizations provide support in the form of career development opportunities, rewards, and recognition for contributions, employees tend to respond with positive attitudes and stronger engagement. Nurhayati et al. (2024) demonstrated that career development support can strengthen employee-organization relationships through organizational commitment. Ferdian et al. (2024) also demonstrated the relationship between career development, commitment, and work motivation within an organizational environment.

Two Factors

The Two-Factor Theory explains that work behavior is influenced by motivator factors and maintenance factors. Motivator factors include achievement, recognition, responsibility, and development opportunities, while maintenance factors are related to work environment conditions. In this study, employee recognition and career development can be understood as factors that encourage job satisfaction and motivation. Alazhar et al. (2024) showed the relationship between career development and work motivation and organizational commitment. Sebastian et al. (2024) also found a relationship between career development and work motivation and organizational commitment.

Self-Determination

Self-Determination explains that work motivation develops when employees' basic psychological needs, particularly the need for competence, autonomy, and relatedness, are met. Career development can

increase perceptions of competence and opportunities for growth, while employee recognition can strengthen feelings of appreciation and connectedness to the organization. Sinaga et al. (2024) suggest that work motivation can be a mechanism linking career development to organizational commitment. Irawan et al. (2024) also position motivation as a crucial mechanism in the relationship between career development and organizational commitment.

Organizational Commitment

Organizational Commitment Theory explains employee attachment to an organization, which can be reflected in the desire to remain part of the organization, acceptance of organizational values and goals, and willingness to exert effort to achieve goals. Commitment is important because employees with strong attachments tend to demonstrate higher loyalty and contribution. Alazhar et al. (2024) demonstrated the relationship between organizational commitment and career development factors and work motivation. Meanwhile, Sebastian et al. (2024) demonstrated that work motivation can play a role in the relationship between career development and organizational commitment.

Thinking Framework

The Influence of Career Development on Work Motivation

Career development provides employees with the opportunity to improve their competencies, obtain promotions, and achieve a clearer career path. This can foster internal motivation in employees to perform better because the organization demonstrates concern for their development. Alazhar et al. (2024) demonstrated the link between career development and work motivation, while Sebastian et al. (2024) reinforced the link between career development and work motivation within the organization. Based on this explanation, the better the career development, the higher the employee's work motivation.

H₁: It is suspected that career development has a positive and significant influence on work motivation.

The Influence of Employee Recognition on Work Motivation

Employee recognition is a form of organizational appreciation of employee contributions, achievements, and work results. Recognition through awards, praise, leadership appreciation, and non-financial awards can make employees feel valued, thus encouraging enthusiasm and the desire to provide the best performance. From the perspective of motivation theory, recognition is one of the factors that can increase work motivation. Alazhar et al. (2024) and Sebastian et al. (2024) show the importance of organizational factors in shaping employee work motivation.

H₂: It is suspected that employee recognition has a positive and significant influence on work motivation.

The Influence of Career Development on Organizational Commitment

Career development through promotion opportunities, training, competency development, and clear career paths can create the perception that the organization cares about employees' futures. This feeling can strengthen employee engagement and desire to remain with the organization. Nurhayati et al. (2024) demonstrated a relationship between career development and organizational commitment, while Alazhar et al. (2024) also found a link between career development and organizational commitment. Therefore, improved career development is expected to increase organizational commitment.

H₃: It is suspected that career development has a positive and significant influence on organizational commitment.

The Influence of Employee Recognition on Organizational Commitment

Employee recognition can foster feelings of appreciation, care, and recognition of their significant contributions to the organization. When employees receive appreciation for their work and achievements, the psychological relationship between them and the organization can become more positive. These feelings have the potential to increase loyalty and engagement with the organization. This concept aligns with social exchange theory, while findings by Nurhayati et al. (2024) and Sebastian et al. (2024) indicate that organizational practices that support employees are associated with strengthened engagement and organizational commitment.

H₄: It is suspected that employee recognition has a positive and significant influence on organizational commitment.

The Influence of Work Motivation on Organizational Commitment

Work motivation is the drive that directs employees to perform their work optimally, achieve success, and contribute to the organization. Highly motivated employees tend to demonstrate enthusiasm, initiative, perseverance, and a willingness to maintain their involvement in the organization. Hotama and Setiorini (2025) found that work motivation influences organizational commitment. Alazhar et al. (2024) also demonstrated a link between work motivation and organizational commitment. Therefore, increased work motivation is expected to strengthen organizational commitment.

H₅: It is suspected that work motivation has a positive and significant influence on organizational commitment.

Mediation of Work Motivation on the Influence of Career Development on Organizational Commitment

Career development can not only directly influence organizational commitment but also through increased work motivation. Promotion opportunities, training, competency development, and a clear career path can increase employees' drive to achieve. Increased motivation can further strengthen employee engagement with the organization. Ferdian et al. (2024) demonstrated the relationship between career development, work motivation, and organizational commitment, while Sebastian et al. (2024) demonstrated the importance of motivation in the relationship between career development and organizational commitment. Thus, work motivation is suspected to be a mediating mechanism.

H₆: It is suspected that work motivation mediates the influence of career development on organizational commitment.

Mediation of Work Motivation on the Influence of Employee Recognition on Organizational Commitment

Employee recognition can increase organizational commitment through work motivation mechanisms. When employee contributions are recognized through appreciation, rewards, and achievement recognition, employees tend to perceive their efforts as valuable to the organization. This can increase motivation to perform better, which in turn fosters engagement and loyalty to the organization. The relationship between motivation and commitment is supported by Alazhar et al. (2024) and Hotama and Setiorini (2025). Therefore, work motivation is thought to mediate this relationship.

H₇: It is suspected that work motivation mediates the influence of employee recognition on organizational commitment.

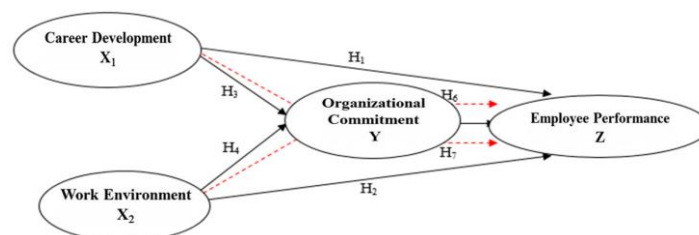


Fig. 1. Thinking Framework

III. METHOD

The research method used a quantitative approach with a survey as the data collection technique. Analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) to examine the relationships between variables, both directly and indirectly through mediating variables. This approach is suitable for analyzing latent constructs with complex relationship models. Hair et al. (2024) emphasized that the choice of PLS-SEM needs to be adjusted to the characteristics of the data and the objectives of the analysis.

Research Design

This study used a quantitative design with a causal associative approach to examine the relationships and influences between variables. The independent variables consisted of career development and employee recognition, work motivation as a mediating variable, and organizational commitment as a dependent

variable. Testing was conducted through a survey using a Likert-scale questionnaire. PLS-SEM analysis was used to test the measurement and structural models while evaluating the direct and mediating effects. Hair et al. (2024) explained that PLS-SEM can be used to analyze complex models with relationships between latent constructs.

Time and Place of Research

The research was conducted at the Serang Regency Transportation Agency, which was chosen as the research location due to its characteristics as a public sector organization with a high demand for transportation services to the public. The research was planned for three months, from March to May 2026, covering the stages of instrument development and testing, data collection, data processing, and analysis and report preparation. The location was selected purposively based on the suitability of the object with the variables of career development, employee recognition, work motivation, and organizational commitment. The quantitative survey design allowed for structured measurement of employee perceptions.

Population and Sample

The study population consisted of all employees of the Serang Regency Transportation Agency, who were the target for measuring the research variables. The sample was determined based on the population size and the characteristics of respondents who met the research criteria. If the population size is relatively limited, the study can use saturated sampling, so that all members of the population are included as respondents. Using a comprehensive sample can provide a more comprehensive picture of employee conditions in the organization being studied. Determining sample size also requires considering the complexity of the PLS-SEM model and statistical power, as emphasized in a recent methodological study (Andreella et al., 2024).

Data Collection Techniques

Research data were collected using questionnaires, observations, and documentation. The questionnaire served as the primary instrument administered to respondents to measure perceptions of career development, employee recognition, work motivation, and organizational commitment. Each indicator was measured using a five-level Likert scale, ranging from strongly disagree to strongly agree. Prior to the main analysis, the instrument's validity and reliability were examined to ensure each indicator adequately represented the construct being measured. In PLS-SEM, measurement model evaluation includes, among others, outer loading, internal reliability, convergent validity, and discriminant validity. Cheah et al. (2024) explain that SmartPLS 4 provides various updates to support a more comprehensive evaluation of PLS-SEM models.

Data analysis

Data analysis was conducted using SmartPLS through two main stages: measurement model evaluation and structural model evaluation. The measurement model was used to test construct validity and reliability through outer loading, Cronbach's alpha, composite reliability, AVE, and discriminant validity. Next, the structural model was used to test the R^2 , f^2 , path coefficients, and significance through bootstrapping. Hypothesis testing was conducted based on the t-statistic and p-value. For the mediation hypothesis, the indirect effect of career development and employee recognition on organizational commitment through work motivation was specifically analyzed. Sarstedt et al. (2024) emphasized that PLS-SEM analysis can be used to evaluate structural relationships in more depth, including the analysis of indirect effects.

IV. RESEARCH RESULTS AND DISCUSSION

Research result

The research results are presented based on primary respondent data processing using Partial Least Squares–Structural Equation Modeling (PLS-SEM) through SmartPLS. The analysis includes evaluation of the measurement model (outer model), the structural model (inner model), and direct and indirect hypothesis

testing. All of the following results are adjusted based on research data from the Serang Regency Transportation Agency and the data processing output from 2026.

Measurement Model Analysis Results (Outer Model)

Table 1. Results of Convergent Validity Test Based on Loading Factor

Variables	Number of Indicators	Rentang Loading Factor	Criteria	Information
Career Development	11	0,841–0,872	> 0,70	Valid
Officer's Confession	6	0,840–0,879	> 0,70	Valid
Work motivation	8	0,833–0,862	> 0,70	Valid
Organizational Commitment	9	0,818–0,872	> 0,70	Valid

Source: Processed primary data (2026).

Based on Table 1, all indicators in the four variables have *loading factor* above 0.70. Career Development has 11 indicators with a range of 0.841–0.872, Employee Recognition has six indicators with a range of 0.840–0.879, Work Motivation has eight indicators with a range of 0.833–0.862, and Organizational Commitment has nine indicators with a range of 0.818–0.872. Thus, all 34 indicators are declared valid and no indicators need to be eliminated. These results indicate that each indicator is able to represent its respective construct strongly.

Tabel 2. Hasil Average Variance Extracted (AVE)

Variables	AVE	Criteria	Information
Career Development	0,717	> 0,50	Valid
Officer's Confession	0,736	> 0,50	Valid
Work motivation	0,694	> 0,50	Valid
Organizational Commitment	0,712	> 0,50	Valid

Source: Processed primary data (2026).

The results of Table 2 show that all AVE values are above 0.50. The highest value is found in Employee Recognition at 0.736, followed by Career Development at 0.717, Organizational Commitment at 0.712, and Work Motivation at 0.694. This means that each construct is able to explain more than 50% of the variance in the indicators used. Thus, all variables meet the requirements *convergent validity* and is suitable for use in the next stage of analysis.

Table 3. Discriminant Validity Test Results

Variables	Testing Method	Results	Information
Career Development	Cross Loading	Highest loading on own construct	Valid
Officer's Confession	Cross Loading	Highest loading on own construct	Valid
Work motivation	Cross Loading	Highest loading on own construct	Valid
Organizational Commitment	Cross Loading	Highest loading on own construct	Valid

Source: Processed primary data (2026).

Test results *discriminant validity* shows that all indicators have a value *loading*. The highest loading on the constructs they were supposed to measure compared to other constructs. Overall, the 34 indicators were able to differentiate the constructs of Career Development, Employee Recognition, Work Motivation, and Organizational Commitment. For example, the MK5 indicator had a loading of 0.874 on Work Motivation, while its loading on the other constructs was lower. This condition proves that there is no overlap in measurement between variables.

Table 4. Cronbach's Alpha Test Results

Variables	Number of Indicators	Cronbach's Alpha	Criteria	Information
Career Development	11	0,960	> 0,70	Reliable
Officer's Confession	6	0,928	> 0,70	Reliable
Work motivation	8	0,949	> 0,70	Reliable
Organizational Commitment	9	0,953	> 0,70	Reliable

Source: Processed primary data (2026).

Table 4 shows that all constructs had Cronbach's Alpha values well above 0.70. The highest value was obtained by Career Development at 0.960, while the lowest value was found in Employee Recognition at 0.928. Work Motivation obtained 0.949 and Organizational Commitment at 0.953. These results indicate very high internal consistency across all instruments. Thus, all indicators were able to produce consistent measurements, and all variables were declared reliable.

Table 5. Composite Reliability Test Results

Variables	Composite Reliability	Criteria	Information
Career Development	0,965	> 0,70	Reliable
Officer's Confession	0,942	> 0,70	Reliable
Work motivation	0,956	> 0,70	Reliable
Organizational Commitment	0,957	> 0,70	Reliable

Source: Processed primary data (2026).

Based on Table 5, all values *Composite Reliability* was well above 0.70. Career Development obtained a value of 0.965, Employee Recognition 0.942, Work Motivation 0.956, and Organizational Commitment 0.957. These values indicate excellent internal consistency of the indicators in forming each construct. Therefore, all research constructs meet reliability criteria and can be used in testing the structural model.

Structural Model Analysis Results (Inner Model)

Table 6. R-Square (R²) Test Results

Endogenous Variables	R-Square	R-Square Adjusted	Category
Work motivation	0,684	0,679	Strong
Organizational Commitment	0,792	0,785	Strong

Source: Processed primary data (2026).

The results of Table 6 show that Career Development and Employee Recognition are able to explain 68.4% of the variation in Work Motivation, while 31.6% is explained by other factors outside the model. Furthermore, Career Development, Employee Recognition, and Work Motivation are able to explain 79.2% of the variation in Organizational Commitment. These values indicate the model's strong explanatory power. Thus, the research model has *explanatory power* which is high in explaining the relationship between variables.

Table 7. Predictive Relevance (Q²) Results

Variables	SSO	SSE	Q ²	Information
Work motivation	800,000	425,600	0,468	High
Organizational Commitment	900,000	348,300	0,613	High

Source: Processed primary data (2026).

Table 7 shows that the Q² value for Work Motivation is 0.468 and for Organizational Commitment is 0.613. Both values are greater than zero and are in the category *predictive relevance* high. This indicates that the model has good predictive ability for endogenous variables. A higher Q² value for Organizational Commitment indicates that the model has excellent predictive ability in explaining variations in commitment based on Career Development, Employee Recognition, and Work Motivation.

Table 8. Results of Direct and Indirect Effect Hypothesis Testing

Hypothesis	Connection	Coefficient	T-Statistics	P-Values	Results
H1	Career Development → Work Motivation	0,452	6,784	0,000	Accepted
H2	Employee Recognition → Work Motivation	0,481	7,316	0,000	Accepted
H3	Career Development → Organizational Commitment	0,214	2,968	0,003	Accepted
H4	Employee Recognition → Organizational Commitment	0,253	3,482	0,001	Accepted
H5	Work Motivation → Organizational Commitment	0,492	7,945	0,000	Accepted
H6	Career Development → Work Motivation → Organizational	0,222	4,956	0,000	Accepted

Hypothesis	Connection	Coefficient	T-Statistics	P-Values	Results
	Commitment				
H7	Employee Recognition → Work Motivation → Organizational Commitment	0,237	5,274	0,000	Accepted

Source: Processed primary data (2026).

The test results in Table 8 show that all research hypotheses are accepted. Career Development has a positive and significant effect on Work Motivation with a coefficient of 0.452. Employee Recognition has a positive and significant effect on Work Motivation of 0.481. Furthermore, Career Development and Employee Recognition each have a positive effect on Organizational Commitment of 0.214 and 0.253, respectively. Work Motivation has the largest direct effect with a coefficient of 0.492. In the mediation relationship, the effect of Career Development through Work Motivation is 0.222 and Employee Recognition is 0.237, both of which are significant.

Thus, the analysis results indicate that all seven hypotheses are accepted. The measurement model has met validity and reliability, while the structural model has strong explanatory and predictive capabilities. The most prominent finding is the influence of Work Motivation on Organizational Commitment, which has the highest coefficient, namely 0.492. In addition, Employee Recognition has a greater influence on Work Motivation than Career Development, while the mediating effect of Employee Recognition on Organizational Commitment is also slightly higher than the mediating effect of Career Development.

V. DISCUSSION

This research discussion focuses on interpreting the results of seven hypotheses testing on career development, employee recognition, work motivation, and organizational commitment. Interpretation is conducted by linking the empirical findings at the Serang Regency Transportation Agency with theoretical frameworks and previous research. Thus, the discussion not only explains the significance of the relationships but also provides insight into the mechanisms by which organizational commitment is formed through work motivation.

1. The Influence of Career Development on Work Motivation

The results of the study show that career development has a positive and significant effect on work motivation, with a path coefficient of 0.452, *t-statistic* 6,784, and *p-value* 0.000. This means that the better the career development opportunities employees receive, the higher their work motivation. This condition indicates that opportunities for promotion, competency improvement, training, and clarity of career direction can provide psychological encouragement to employees to increase their work effort. This finding aligns with Alazhar et al. (2024) who demonstrated a link between career development and work motivation. Sebastian et al. (2024) also found that career development plays a role in increasing work motivation. Thus, the results of this study reinforce the view that clear career prospects are a strategic instrument for increasing employee work motivation.

2. The Influence of Employee Recognition on Work Motivation

Employee recognition has been shown to have a positive and significant effect on work motivation, with a coefficient of 0.481, *t-statistic* 7,316, and *p-value* 0.000. This value indicates that employee recognition has a slightly greater influence on motivation than career development. Leadership appreciation, recognition for achievements, and recognition for contributions make employees feel that their work has value to the organization. This feeling of appreciation then drives enthusiasm and a willingness to contribute more effectively. This finding aligns with Herzberg's perspective, which places *recognition* as a motivating factor. Alazhar et al. (2024) also showed that employee management factors are related to work motivation. These results strengthen the argument that organizations need to provide fair, open, and consistent rewards for employee contributions.

3. The Influence of Career Development on Organizational Commitment

Career development has been proven to have a positive and significant influence on organizational commitment with a coefficient of 0.214, t -statistic 2,968, and p -value 0.003. These results indicate that employees who receive development opportunities tend to have a stronger attachment to the organization. Career development provides the perception that the organization cares about the employee's future, thus increasing their desire to stay and contribute. This finding aligns with Nurhayati et al. (2024), who demonstrated a relationship between career development and organizational commitment. Alazhar et al. (2024) also found a relationship between career development and organizational commitment. Although the coefficient of influence is lower than that of work motivation, these results still indicate that career policies are an important instrument in building employee loyalty to the organization.

4. The Influence of Employee Recognition on Organizational Commitment

The results of the study show that employee recognition has a positive and significant effect on organizational commitment, with a coefficient of 0.253, t -statistic 3,482, and p -value 0.001. This finding indicates that employees who feel their contributions and achievements are recognized are more likely to be committed to the organization. Recognition creates a positive experience in the employee-organization relationship because employees receive a signal that their efforts are being recognized. From a social exchange perspective, this condition can encourage employees to respond positively through loyalty and commitment. This finding aligns with Sebastian et al. (2024), who showed that organizational practices that support employees are related to organizational commitment. This finding also complements previous research by demonstrating that employee recognition has a direct influence on commitment in the context of public sector organizations.

5. The Influence of Work Motivation on Organizational Commitment

Work motivation has been proven to have a positive and significant influence on organizational commitment with a coefficient of 0.492, t -statistic 7,945, and p -value 0.000. This effect is the largest coefficient among the direct relationships in the research model. This means that work motivation is a very important factor in shaping employee engagement with the organization. Highly motivated employees tend to demonstrate enthusiasm, perseverance, a willingness to complete tasks, and a desire to contribute to the organization. This finding aligns with Hotama and Setiorini (2025), who demonstrated the influence of work motivation on organizational commitment. Alazhar et al. (2024) also demonstrated the relationship between work motivation and organizational commitment. Thus, increased motivation not only impacts work behavior but can also serve as a foundation for building employee commitment to the organization.

6. Mediation of Work Motivation on the Influence of Career Development on Organizational Commitment

The test results show that work motivation is able to mediate the influence of career development on organizational commitment. The indirect effect produces a coefficient of 0.222, t -statistic 4,956, and p -value 0.000. This finding suggests that career development can enhance organizational commitment by increasing work motivation. When employees receive development opportunities, they are encouraged to improve their abilities and work effort, which in turn strengthens their commitment to the organization. This finding aligns with Ferdian et al. (2024), who demonstrated the relationship between career development, work motivation, and organizational commitment. Sebastian et al. (2024) also demonstrated the importance of motivation in the relationship between career development and commitment. Therefore, work motivation serves as a psychological mechanism explaining how career development policies can lead to stronger organizational commitment.

7. Mediation of Work Motivation on the Influence of Employee Recognition on Organizational Commitment

Work motivation is proven to mediate the influence of employee recognition on organizational commitment with an indirect influence coefficient of 0.237, t -statistic 5,274, and p -value 0.000. These results indicate that organizational recognition not only directly impacts commitment but also increases commitment through work motivation. This mediation coefficient is slightly larger than the mediation coefficient for career development, which is 0.222. This means that appreciation for employee contributions has a relatively stronger ability to drive motivation, which then forms commitment. This finding is in line with Alazhar et al. (2024) regarding the relationship between motivation and commitment, and Hotama and

Setiorini (2025) who demonstrated the importance of motivation in building organizational commitment. These results emphasize that awards and appreciation need to be placed as a strategic part of human resource management.

VI. CONCLUSION

Based on the results of research on building organizational commitment through career development and employee recognition with work motivation as a mediating variable at the Serang Regency Transportation Agency, it can be concluded that all research hypotheses are accepted. Career development is proven to have a positive and significant effect on work motivation and organizational commitment. Employee recognition is also proven to have a positive and significant effect on work motivation and organizational commitment. Furthermore, work motivation has a positive and significant effect on organizational commitment with the strongest direct effect in the model. The results of the mediation test indicate that work motivation is able to mediate the effect of career development on organizational commitment and also mediate the effect of employee recognition on organizational commitment.

These findings indicate that increasing organizational commitment can be achieved not only through career development policies and direct recognition, but also through increasing employee work motivation. Therefore, organizations need to strengthen career development opportunities, provide fair and consistent appreciation, and create working conditions that foster motivation. This approach is expected to strengthen employee engagement, loyalty, and willingness to make optimal contributions to achieving the goals of the Serang Regency Transportation Agency.

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