

The Effect of Competency and Organizational Commitment on Performance with Career Development as a Mediation Variable

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Abstract. Human resources within an organization are a crucial aspect in determining whether an organization is effective or not. The role of human resources within an organization is a crucial determinant of the organization's effectiveness and success in achieving its goals. Employee performance, in the discourse of human resource management, is a key determinant of the sustainability and acceleration of an organization's vision. The General Elections Commission (KPU) of Central Java Province, as the vanguard of regional election organizers, has a constitutional responsibility to organize election stages based on direct, general, free, secret, honest, and fair principles. In this study, the factors influencing employee performance are focused on three variables: competence, organizational commitment, and career development. This study aims to know and analyze the influence of competence and organizational commitment on performance with career development as a mediating variable. This study uses a quantitative approach to test the hypothesis and bases its conclusions on the probability of a null rejection error. The variables in this study consist of two X variables (independent variables), namely competence (X1) and organizational commitment (X2), and two Y variables (dependent variables), namely career development (Y1) and performance (Y2). In this study, the population is employees at General Election Commission of Central Java Province as many as 84 employees. Sampling in this study was conducted using the total sample method. The primary data collection method used was distributing questionnaires to respondents directly. The results of the study indicate that competency variables have no effect on career development, while organizational commitment does. Furthermore, competency and organizational commitment influence individual employee performance, while career development does not. Furthermore, career development variables are unable to mediate the influence of competency or organizational commitment on employee performance. The results of this study emphasize that the leadership of the Central Java Provincial KPU must prioritize strengthening technical competencies and enriching organizational values directly to maintain performance stability.

Keywords: Competence; Career Development; Employee Performance; Organizational Commitment.

1. Introduction

Human resources within an organization are a crucial aspect in determining its effectiveness. The role of human resources in an organization is a crucial determinant of the organization's effectiveness and success in achieving its goals. A person's success and performance in a given field are largely determined by their level of competence, professionalism, and commitment to their chosen field. Human resources are a crucial element in every organization because they play a crucial role in achieving organizational goals. Every organization hopes to have qualified human resources capable of developing and maintaining the organization's viability (Indra Setiawan, et al., 2021).

The role and challenges of human resource management continue to evolve and multiply as an organization grows. The more complex the tasks, the greater the environmental impact, and the greater the uncertainty. Human resources within an organization are a crucial aspect that determines its effectiveness. To perform tasks effectively, employee development is necessary to improve their quality. This is intended to foster attitudes and behaviors that embody honesty, dedication, responsibility, discipline, and authority, thus enabling them to deliver performance that is in line with current developments. (Sutedjo & Mangkunegara, 2018).

Employee performance in the discourse of human resource management (HRM) is a primary determinant of the sustainability and acceleration of an organization's vision. Performance is not merely a quantitative measure of work, but rather a holistic contribution made by individuals towards achieving the institution's strategic targets. The General Elections Commission (KPU) of Central Java Province, as the vanguard of election organizers at the regional level, has a constitutional responsibility to organize election stages based on direct, general, free, secret, honest, and fair elections. In this context, the quality of employee performance at the KPU of Central Java Province is a crucial pillar in ensuring a credible and transparent democratic process. To maintain these standards, the organization has pursued various managerial instruments such as the implementation of the Government Agency Performance Accountability System (SAKIP) and the Government Internal Control System (SPIP), supported by discipline training, Technical Guidance (Bimtek) for measuring Employee Performance Targets (SKP), and simulations for compiling work indicators to maintain efficiency and public accountability.

Empirical data indicates an anomaly between competency development efforts and the reality of performance achievements in the field. Based on the Agency Performance Report (LAKIP) for the 2021-2024 period, there has been a gradual downward trend in performance achievement amidst increasing task complexity. In 2021, performance achievement was at 98% (very good), reflecting high effectiveness with a relatively stable workload. However, this figure was corrected to 92% in 2022, and continued to decline to 89% (good) in 2023. This decline indicates that although administratively the performance category is still considered Good, there is a degradation in work effectiveness caused by an imbalance

between work volume and human resource availability. This performance decline reached its lowest point in 2024 at 87%, a phase in which the organization faced the peak stages of the Elections that require maximum concentration and energy. The following data on performance achievements and the pressure of staff shortages from the Central Java Provincial KPU in 2021-2024 are as follows:

Table 1.2. Performance Achievements and Staff Shortage Pressure
Central Java Provincial General Elections Commission (KPU) 2021-2024

Year	Performance Achievement (%)	Pressure of Human Resource Shortage
2021	98%	Low
2022	92%	Currently
2023	89%	Tall
2024	87%	Very high

Source: Central Java Provincial Election Commission (2025)

This declining performance phenomenon is inversely related to the level of pressure from staff shortages. At the Central Java Provincial General Elections Commission (KPU), the 84 employees are forced to shoulder an exponentially increasing workload throughout the election cycle. This significant personnel shortage forces a disproportionate distribution of tasks, with the same individuals repeatedly carrying out high workloads. Not only is the shortage of personnel problematic, but the quality of the available personnel is also a challenge for improving performance at the Central Java Provincial KPU. This creates distortions in workload management, leading to physical and mental fatigue. Theoretically, limited human resources, not offset by additional personnel during peak workloads, will directly erode the quality of work output and threaten the long-term operational stability of the organization.

As stated by Rivai (2019), performance is the concrete behavior displayed by each individual as work achievements produced according to their role in the organization. When this role is burdened by external factors in the form of work volumes that exceed normal capacity without adequate resource support, the resulting work behavior tends to decline in quality. Therefore, this study is very interesting to conduct in order to analyze more deeply the factors that influence the level of employee performance at the Central Java Provincial General Elections Commission (KPU). Employee performance also serves as an evaluation instrument for management to see the extent to which organizational policies and strategies have been implemented well in the field (Handoko, 2019). Low performance often signals problems in managerial aspects, such as low motivation or competency mismatch. Factors that can influence employee performance include motivation, leadership, work environment, work discipline, work culture, competence, commitment, position, quality of work life, training, compensation, job satisfaction, and many others (Wahyudin, 2015). In this study, the factors that influence employee performance are focused on three variables: competence, organizational commitment, and career development.

According to Priansa (2016), competence refers to the functions or activities carried out by managers, such as employee development. An employee with high competence tends to be quicker in solving problems, more innovative in their work, and able to minimize work errors (human error). In much of the literature, competence is seen as a primary driver of productivity because it reflects a person's actual capacity to transform input into output that is valuable to the organization, so the relationship between competence and performance is linear and significant. Previous research from Dhimas Enggal Prayoga, et al (2023) explained that competence has a positive and significant effect on employee performance, while other research by Ranthy Pancasasti (2023) explained that competence has no effect on employee performance.

Another aspect besides competence that can influence employee performance is organizational commitment. According to Priansa (2016), organizational commitment plays a crucial role as a psychological driver for employees to provide their best contribution. Organizational commitment is the level of loyalty and emotional attachment of employees to the values and goals of the organization. Employees with high commitment not only work for material rewards but also feel a moral responsibility to advance the organization. This sense of ownership triggers extra-role behavior or the desire to work beyond established standards, which ultimately has a significant impact on improving overall individual performance. Previous research from Federic Mario Bolung, et al (2021) explains that organizational commitment has a positive and significant effect on employee performance, while other research from Mardhatila Fitri Sopali, et al (2023) explains that organizational commitment has no influence on employee performance.

Apart from competence and organizational commitment, there are other aspects that can influence employee performance, namely career development. The career development of an employee in an organization or company will not be the same, this depends on internal and external factors that exist in the individual concerned (Simamora, 2019). Career development can be defined as a method used by a company to ensure that employees in an organization have the criteria, skills, and experience needed by the organization. Career development emerges as a relevant mediating variable because it serves as a bridge between individual potential and organizational achievement. Employees who feel their competencies are valued through promotion or training opportunities tend to be more motivated to improve their performance (Nitisemito, 2019). Without clear career prospects, high competence and strong commitment can stagnate or even decline. Previous research from Denok Sunarsi, et al (2020) explained that career development has a positive and significant effect on employee performance, while other research from Septi Dwiyantri & Kemala Puji (2024) explains that career development has no influence on employee performance.

The condition of a government organization depends on the human resources within it. If the condition of its human resources is affected by employees who are inefficient in their work due to the organization's competence and commitment, this can reduce the

organization's performance. Employee performance, which is the tangible behavior displayed by each individual as a result of work achievements produced by employees according to their role within the organization, is highly needed by organizations, such as the Central Java Provincial General Elections Commission. Furthermore, as previously explained, employee performance itself can still be influenced by various factors such as competence, organizational commitment, and career development.

Employee performance at the General Election Commission of Central Java Province is still not as expected due to the influence of related factors. In this case, this study can provide input and suggestions for improving employee performance with competency, organizational commitment, and career development factors that have the potential to improve employee performance. The data above has shown that there is a research gap related to factors that can influence employee performance. Based on the data, research gaps, and previous research, it can be seen that there are still several differences in research results. Therefore, the author will conduct a study entitled "The Effect of Competence and Organizational Commitment on Performance with Career Development as a Mediating Variable."

2. Research Methods

This research uses a quantitative approach. As explained by Azwar (2020), research with a quantitative approach emphasizes the analysis of numerical data processed using statistical methods. This quantitative approach is used to test hypotheses and base conclusions on the null probability of rejection. This method allows for the significance of the relationship or influence between the studied variables.

3. Results and Discussion

3.1. The Influence of Competence on Career Development

The results of descriptive and inferential statistical analysis in this study indicate that competency variables do not have a significant influence on employee career development at the General Elections Commission (KPU) of Central Java Province. Empirically, although employees have a high level of knowledge, skills, and work attitudes, these do not necessarily become the main determining factors that accelerate their career trajectories within the organization. This finding indicates a disconnect between individual employee capacity and the existing promotion or assignment system. Facts on the ground show that mastery of technical and managerial aspects is often seen as a minimum standard or baseline that every civil servant must have, so that competency is no longer a strong differentiating factor in distinguishing who deserves faster career development compared to other colleagues.

Theoretically, the relationship between competency and career development in this study is not aligned with the general assumptions of talent management. This can be explained by

the characteristics of public organizations, which tend to be rigid and heavily tied to top-down bureaucratic regulations. At the Central Java Provincial General Elections Commission (KPU), employee career development is often dominated by external factors beyond individual capabilities, such as the availability of job positions, the seniority system, and the periodic transfer rules established by the KPU RI Secretariat General. Therefore, employee competency is more focused on optimizing current task performance (existing performance) rather than serving as a ticket to career advancement. This condition indicates that competency variables are independent and unable to automatically drive career development mechanisms without the support of a purely merit-based organizational policy.

The research findings that show that competency has no significant effect on career development indicate a disconnect between individual capabilities and the promotion or assignment system within the organization. Theoretically, competency should be the primary determinant of vertical mobility, but in this context, increasing employee knowledge, skills, and work attitudes does not automatically open up broader career opportunities. This is likely due to a career development system that is still rigid, heavily dependent on seniority, or the limited number of available job formations, so that even if employees possess superior competencies, they remain stuck in the same position. This condition is in line with the phenomenon of a career plateau, where individual competencies exceed the demands of their duties but there is no room for structural expansion. This finding is supported by research by Santika Novelya & Ina Karuehni (2023), which revealed that in organizations with a highly formal bureaucratic structure, competency factors are often less dominant than external factors such as leadership policy regulations or the availability of job slots, so that the relationship between the two becomes statistically insignificant.

3.1.1. The Influence of Organizational Commitment on Career Development

Based on the results of the data analysis that has been conducted, it was found that organizational commitment has a positive and significant influence on the career development of employees at the General Election Commission (KPU) of Central Java Province. This finding indicates that the higher the sense of attachment, loyalty, and self-identification of employees with organizational values, the wider the opportunities and acceleration of their career development will be. In the context of the KPU of Central Java Province, strong commitment is demonstrated through employees' willingness to work beyond standard tasks and high loyalty to the institution, especially in facing the dynamics of the busy election stages. Employees who have a high affective commitment tend to be more proactive in seeking self-development opportunities, participating in training, and demonstrating consistent performance, which are key indicators for leaders in projecting these individuals to move up to a higher career level or receive other strategic assignments.

The relationship between these variables can be explained through the perspective that organizational commitment acts as an internal driving force that motivates employees to make their best contributions to the institution's sustainability. When an employee feels a strong sense of belonging to the KPU, they will consciously align their personal goals with those of the organization, including in the aspect of professional development. Career development here is not only seen as a mere promotion, but also includes increased competence and broader responsibilities. Employees with high commitment will be viewed by the organization as potential assets to be retained and developed. In turn, the organization will respond to this loyalty by providing a clear career path, mentoring, and access to education and training, as the organization recognizes that investing in committed human resources will provide long-term stability for the government bureaucracy.

The results of this study reinforce and align with various previous studies that emphasize the importance of psychological factors in career management. These findings support the theory that commitment is a crucial predictor of individual career success within an organization. Several previous studies in the public sector have also shown similar results, where employee dedication is a primary consideration in the implemented meritocratic system. The consistency of this study's results with existing literature demonstrates that the relationship between commitment and career is a universal pattern in human resource management. Therefore, strengthening organizational commitment through an inclusive work culture and fair reward system at the Central Java Provincial General Elections Commission (KPU) has proven to be an effective strategy to ensure that the career development process runs optimally and objectively.

3.1.2. The Influence of Competence on Employee Performance

Based on the results of the data analysis that has been conducted, it was found that the competency variable has a positive and significant influence on employee performance at the General Election Commission (KPU) of Central Java Province. This is evidenced by the obtained positive regression coefficient value and significant value. This finding indicates that any increase in the quality of competency possessed by employees, whether in terms of knowledge, skills, or work attitude, will be followed by a significant increase in individual performance in carrying out election duties. In the KPU of Central Java Province, this competency is reflected in the ability of employees to manage election stages accurately, mastery of dynamic regulations, and dexterity in the use of logistics information systems and voter data. The validity of this finding indicates that competent human resources are a major determinant in achieving crucial organizational targets with tight deadlines.

Theoretically, the relationship between competence and performance can be explained through the premise that competence is a person's capacity that enables him or her to fulfill job requirements within an organization, thereby enabling the organization to achieve desired results. Employees with high competence tend to have greater confidence in completing complex workloads, as they possess adequate cognitive and technical tools to

overcome work obstacles. In the operational context of the General Elections Commission (KPU), technical competence regarding voting procedures and managerial competence in coordinating administration are key drivers of productivity. Performance is not merely an end result, but rather a manifestation of the consistent application of competence; in other words, without adequate competence, an employee will struggle to transform organizational input into quality output, thereby hampering the organization's overall effectiveness.

The results of this study also strengthen and are consistent with various previous studies stating that competence is a fundamental pillar in public sector human resource management. This finding aligns with the theory developed by Spencer & Spencer, which emphasizes that basic individual characteristics (such as motives, traits, and self-image) combined with knowledge and skills will predict superior work behavior. This consistency provides a strong signal to the leadership of the Central Java Provincial KPU that investment in competency development through continuous training, technical guidance, and expertise certification is not merely an administrative routine, but a crucial strategy for maintaining institutional reliability. Thus, the continuous strengthening of competency standards is an absolute prerequisite for creating adaptive and professional bureaucratic performance amidst increasing public demands for quality election administration.

3.2. The Influence of Organizational Commitment on Employee Performance

The results of the statistical data analysis that has been conducted, found that the Organizational Commitment variable has a positive and significant influence on Employee Performance at the General Election Commission (KPU) of Central Java Province. This finding is proven by the regression coefficient value which shows a unidirectional relationship, as well as a significance value that is below the specified threshold. Empirically, this indicates that every increase in the commitment dimension, whether affective, continuance, or normative commitment, will be followed by a significant increase in the quality and quantity of employee work results. In the Central Java KPU environment which has a fluctuating workload, especially approaching the election stage, the level of employee emotional attachment to the institution is a key factor. Employees who have high commitment tend to demonstrate integrity, greater responsibility in completing administrative and technical election tasks, and have better attendance and discipline levels than those with low commitment.

The relationship between organizational commitment and performance can be explained through a psychological mechanism where individuals who feel an integral part of the organization will internalize the institution's values and goals as their personal goals. In the context of the Central Java Provincial General Elections Commission (KPU), commitment serves as an internal drive that motivates employees to exert extra-role behavior beyond their formal responsibilities. When an employee feels pride and strong loyalty to the election-organizing institution, a strong sense of ownership emerges, which then transforms

into optimal work performance. This aligns with social exchange theory, where employees perceive the organization as providing a meaningful place and role, thus they reciprocate with maximum work dedication. The synergy between loyalty and target orientation ensures that performance standards set by the organization can be achieved and even exceeded, especially in the face of tight election deadlines.

The results of this study consistently support and strengthen the findings of various previous studies stating that organizational commitment is a strong predictor of employee performance. This finding is in line with the classic study by Allen & Meyer which emphasizes that emotional attachment is the main foundation of work effectiveness, as well as contemporary research in the public sector which shows that in government organizations, the values of devotion reflected in commitment often have a greater impact on performance than purely material factors. The validity of the results of this study also provides reinforcement of the Human Resource Management literature regarding the importance of managing the psychological aspects of employees to achieve organizational excellence. With the proof of this significant influence, the Central Java Provincial Election Commission can be confident that strengthening aspects of organizational commitment through an inclusive work culture and providing appreciation for loyalty is an effective strategic step in maintaining and improving the collective performance of the organization in a sustainable manner.

3.2.1. The Impact of Career Development on Employee Performance

The statistical analysis in this study shows that career development variables do not have a significant influence on employee performance at the General Elections Commission (KPU) of Central Java Province. Empirically, this finding indicates that although the organization has provided various career development schemes or programs through promotions, transfers, and participation in technical training, these do not necessarily become the main driver for increasing employee work output personally. This condition reflects that in the KPU of Central Java Province, employee performance standards may be determined more by compliance with regulations, technical-procedural work instructions, and the rhythm of the election stages that are already strictly polarized, rather than the presence or absence of opportunities for career advancement. Thus, fluctuations in the effectiveness of career development programs perceived by employees do not have a real measurable impact on the effectiveness of their daily performance.

The relationship between career development and performance in the context of this study indicates a disconnect influenced by the unique characteristics of election management organizations. Theoretically, career development should act as a motivational stimulant that increases competence and work enthusiasm; however, at the Central Java Provincial Election Commission (KPU), employee performance tends to be stable due to constitutional obligations and fixed milestone targets. This indicates that career development variables are unable to function as a strong bridge to accelerate performance, most likely because the

career system in government institutions is often viewed as a routine administrative process based on seniority or rank (automatic promotion), so it is not perceived as a reward for competitive work performance. This insignificance confirms that other factors, such as technical competence and commitment to the organization, are far more dominant in determining performance quality than the prospects for employee future positional advancement.

The insignificant influence of career development on performance indicates that existing career development programs have not been a strong stimulant for employees to increase their work output. Psychologically, career development is expected to trigger intrinsic motivation that leads to improved performance, but in this case, the career development perceived by employees is likely merely administrative or formal, without being accompanied by increased responsibility or relevant compensation. When employees perceive that their career path does not provide added value professionally or financially, their desire to achieve tends to stagnate. Furthermore, performance may be more influenced by technical operational factors and daily workload than by future expectations regarding career positions. This finding aligns with the research findings of Septi Dwiyantri & Kemala Puji (2024), which stated that if the career system is not integrated with a tangible reward system, employee perceptions of career advancement will not directly contribute to productive work behavior or the achievement of overall organizational targets.

3.2.2. The Role of Career Development in Mediating the Influence of Competence on Employee Performance

The results of the data analysis indicate that career development is unable to mediate the influence of competence on employee performance at the General Election Commission (KPU) of Central Java Province. Statistically, this finding indicates an insignificant indirect effect, meaning that even though employees have high competence (both in terms of knowledge, skills, and attitude), this does not automatically improve their performance through the intermediary of career development paths in the organization. This phenomenon illustrates that employee competence has a more direct impact on work effectiveness than having to wait for a promotion or job transfer scheme. At the KPU of Central Java Province, employee performance appears to be driven more by functional responsibilities and compliance with strict election stage regulations, so that the career development variable loses its mediating or driving power in connecting employee personal capacity with expected final work results.

Theoretically, the relationship between these variables indicates a disconnect between the career development system and the utilization of individual competencies in the field. Career development in government agencies often clashes with a meritocratic system that intersects with rigid civil service regulations, where promotions or positions have a specific time cycle and limited quotas. Therefore, a highly competent employee may still demonstrate exceptional performance solely due to professionalism and task demands,

without viewing career development as a primary incentive or bridge. Competence is the basic capital inherent in individuals to complete high workloads, especially in facing the dynamics of elections, while career development is considered an administrative aspect that operates on a different path and is not always responsive to short-term competency improvements. This confirms that within certain organizational structures, career mediation paths are not always an absolute prerequisite for competent employees to excel.

The study's findings, which indicate that career development variables cannot mediate the influence of competency on employee performance, reinforce the argument that the linear relationship from capability to work outcomes does not traverse the career development pathway in this organization. In other words, employee competency does contribute directly to performance, but career development's role as a bridge or intermediary mechanism is not functioning. This suggests that competent employees will continue to perform well due to professional integrity or standard task demands, regardless of whether they receive promotions or career training. This absence of a mediating role confirms that the organizational ecosystem has not been able to utilize career development as a tool to transform competency into exponentially higher performance. This phenomenon is supported by a study by Ariska Aditya et al. (2021), which found that career mediation variables are often insignificant when talent management mechanisms within the organization are not transparent, resulting in individual competencies being isolated from future development schemes and consumed solely for completing current tasks.

3.2.3. The Role of Career Development in Mediating the Effect of Organizational Commitment on Employee Performance

Based on the results of data analysis, it was found that career development was unable to mediate the influence of organizational commitment on employee performance at the Central Java Provincial General Elections Commission (KPU). This indicates that strong organizational commitment, whether affective, continuous, or normative, does contribute directly to improving employee performance, but this contribution path does not pass through or depend on the availability of career development programs in the organization. Statistically, although organizational commitment has a positive effect on career development, and career development has an effect on performance, the magnitude of the indirect effect is smaller or insignificant compared to the direct effect of commitment on performance. This phenomenon indicates that Central Java KPU employees continue to show total dedication in working and achieving organizational targets due to a strong sense of belonging and loyalty.

Theoretically, the relationship between these variables explains that organizational commitment is an internal drive strong enough to drive performance without requiring external stimuli such as promotions or job rotations. In institutions like the General Elections Commission (KPU), which has a cyclical work rhythm and is influenced by central regulations, career structures are often perceived as rigid or bureaucratically plotted.

Therefore, when employees have a high level of commitment, they will work optimally for the integrity of the institution and the success of the national political agenda, not because they are motivated by the expectation that such performance will accelerate their career development. In other words, the career development variable becomes a disconnected link in the mediation process because employees view career development as a separate entity from their moral and professional responsibilities to the organization.

The analysis, which states that career development is unable to mediate the effect of organizational commitment on performance, suggests that employee loyalty and engagement (commitment) are independent emotional drivers that influence performance, without requiring intervention from career development aspects. Employees may feel loyal and work hard for the organization due to work culture, a sense of belonging, or leadership, rather than because they perceive promising career opportunities in return. When career development fails to act as a mediator, this indicates an imbalance where high commitment is not rewarded with career security, but employees maintain their performance for other reasons (e.g., work ethic or financial need). This leads to the conclusion that organizational commitment is purely affective, directly impacting performance without considering long-term prospects within the organization. This finding aligns with research by Ariska Adittya, et al., (2021), which explains that in organizations with slow career dynamics, individual commitment to the organization's vision can still drive high performance even though the individual feels their future career is not progressing significantly within the system.

4. Conclusion

This research discusses related Employee performance at the General Election Commission of Central Java Province is still not as expected due to the influence of factors such as competence, organizational commitment and career development. Employee performance which is a real behavior displayed by each person as a work achievement produced by employees according to their role in the organization is very much needed by the organization. According to the explanation in the problem formulation, this study has a problem formulation to explain "The influence of competence and organizational commitment on performance with career development as a mediating variable". Based on the research analysis that has been described previously, the following conclusions have been obtained: 1) The test results show that competency has no significant effect on career development. This indicates that the mastery of skills, knowledge, and work attitudes possessed by Central Java Provincial KPU employees has not yet become a primary determinant of their career progression. This condition is likely due to the career development system in public institutions, which still relies heavily on rigid bureaucratic regulations rather than solely on technical competency assessments. 2) The test results show that Organizational Commitment has a significant influence on Career Development. Theoretically, employees who exhibit high loyalty and strong identification with the KPU's goals tend to be more proactive in seeking development opportunities. Emotional attachment encourages employees to remain within the organization and strive for higher

career levels as a form of long-term contribution to the institution. 3) Test results show that competency significantly influences employee performance. This confirms that fundamental aspects of completing election tasks depend heavily on individual skills. The greater an employee's understanding of regulations and operational techniques, the greater the linear increase in accuracy and effectiveness of their work in carrying out election stages. 4) Test results indicate that organizational commitment significantly influences employee performance. A strong sense of belonging to the organization encourages employees to exert extra effort (extra-role behavior) beyond their formal responsibilities. In the context of the General Elections Commission (KPU), this commitment is crucial for maintaining integrity and work performance, especially when facing high workload pressure during certain periods of service. 5) The test results indicate that career development has no significant effect on employee performance. This finding is quite interesting because it implies that the presence or absence of promotions or a clear career path does not directly decrease or increase employee productivity. KPU employees tend to view performance as a professional obligation and a service to the state that must be carried out regardless of the certainty of future positions. 6) The test results show that Career Development is unable to mediate the effect of Competence on Employee Performance. This indicates that competence directly transforms into performance without having to go through career development channels. In other words, competent employees will immediately perform well, but this competence does not automatically open career paths that then further improve performance. 7) The test results indicate that Career Development is unable to mediate the effect of Organizational Commitment on Employee Performance. Although commitment can encourage employee intentions to develop their careers, this pathway is stalled and does not contribute to improved performance. Employee loyalty is more effective in directly impacting work output than having to go through the intermediate process of career development.

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