



The Influence of Job Embeddedness and Career Development on Employee Performance with Organizational Commitment as Variable Intervening (Study on Employees at Garment Factory in Semarang)

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Abstract: *This research examines the influence of job embeddedness and career development on employee performance with the mediating role of organizational commitment. This research uses a quantitative, explanatory approach with 100 respondents, employees of the Garment Factory in Semarang in the cutting department. The analysis in this research uses PLS-SEM (Partial Least Squares - Structural Equation Method). Based on the results of this research, it shows that: (i) job embeddedness influences employee performance; (ii) career development has no effect on employee performance; (iii) job embeddedness influences organizational commitment; (iv) career development influences organizational commitment; (v) organizational commitment influences employee performance; (vi) organizational commitment mediates the influence of job embeddedness on employee performance; Organizational commitment mediates the influence of career development on employee performance.*

Keywords: *Employee Performance, Job Embeddedness, Career Development,*

Organizational Commitment

Introduction

Human resources are the most crucial element of all existing resources in an organization because they have significant potential to influence achieving organizational goals (Abdullah, 2017), such as employees, who are the company's main assets. Without employee involvement in a company, company activities such as planning, processes, and company systems and goals will not work (Susan, 2019). One of the things that hinders the company's activities or performance is the flow of resignations on the employees' initiative. Employee resignation refers to an employee's decision to leave the company, resulting in termination of employment. As a result, the rights and obligations of both employees and the company will end (Pangkey, 2020). One strategy to reduce employee resignation rates is to increase their level of engagement in work. High engagement can prevent employees' intentions to leave the company, because employees who feel involved in their duties tend to be more satisfied and feel connected to the company (Septiana & Aslami, 2023). Therefore, it is necessary to improve employee performance. In improving a company's performance,

it is important to identify the main factors influencing employee performance and understand how this impacts employee performance (Yolanda et al., 2022). One important factor that can improve employee performance is job embeddedness (Ruhayat et al., 2022). Employee career development is also a driving factor in increasing employee performance (Budiargo et al., 2018).

The author uses the organizational commitment variable to mediate the relationship between job embeddedness and career development on employee performance. According to research by Perkasa & Herawaty (2021), job embeddedness and organizational commitment have a positive and significant influence on the ability of employees with high work engagement to increase their commitment to the organization. Research by Darmawan et al. (2021) also indicated a significant influence between career development and organizational commitment. Career development can strengthen the bond of commitment between employees and the company. On the other hand, there is a positive and significant relationship between organizational commitment and employee performance. The stronger an employee's organizational commitment, the higher the performance they can achieve (Dewi Susita et al., 2020). Thus, the novelty in this research is the conceptual model of the role of organizational commitment as a mediator in the relationship between job embeddedness and career development on employee performance. As an intervening variable, organizational factors become important because they influence the strategic steps and movements of each organizational performance that the company will achieve, where organizational commitment includes an individual's belief in the values and goals of the organization, including the desire to survive and actively participate in organizational activities (Syamsudin et al., 2023).

Researchers will examine employees in the cutting production section with 230 employees. Based on the results of interviews with HRD staff at factory, the company is healthy and currently needs a large number of employees to continue developing its production. Meanwhile, based on the observations of several employees at this company, resignations often occur due to personal problems, such as employees who cannot achieve targets set by the company or who cannot stand the workload and pressure put on them by other workers. These individual problems can hinder the performance of employees in the company because these employees also easily resign without considering other factors. It is different for employees who have a sense of attachment to the company and internal motivation to develop their careers through the company, so this will be an added consideration before resigning. The objectives of this research are (1) to examine the effect of job embeddedness and career development on employee performance, (2) to examine the effect of job embeddedness and career development on the performance of employees with organizational commitment as a mediator.

Based on several opinions of experts, Syah et al. (2018) concluded that performance is the achievement of results by an employee in terms of both quality and quantity, both in the context of profit-oriented and non-profit-oriented, by the company's objectives. According to Parashakti & Setiawan (2019), dimensions of performance employees include results work, behavioral work, and personal traits that influence their

work. Of these three dimensions, several indicators are used to measure employee performance: speed and effectiveness in implementing tasks, discipline in work, professionalism, teamwork, skills, Knowledge, and honesty. Based on several descriptions of the indicators, then measurements variables performance employees which will be studied in research This uses indicators according to Parashakti & Setiawan (2019) namely: (1) speed of task implementation; (2) effectiveness of task implementation; (3) discipline work; (4) professionalism; (5) work the same; (6) skills; (7) Knowledge; and (8) honesty.

Journalists Ham & Etikariena (2021) explain that job embeddedness is a psychological condition of employees characterized by high levels of physical energy, enthusiasm for work and activities that they carry out, and involvement in executing tasks. According to Resky Yanti et al., (2018) with the exact dimensions of work engagement, namely vigor, absorption and dedication, measurement indicators include high energy levels, employee mental health when working, employees' desire to show effort in work, perseverance even in facing difficulties, the employee's intense involvement with his work, having the experience of feeling important, enthusiasm, inspiration, pride and challenge, the condition of the employee being fully concentrated and feeling happy with his work, time seems to pass quickly, when working, and experiencing difficulty in separating himself from his work. Based on several descriptions of these indicators, the measurement of employee performance variables that will be examined in this research uses indicators according to Renaldy (2021), namely: (1) energy level; (2) sincerity; (3) totality; (4) commitment; (5) satisfaction; (6) sense of pride; (7) inspiration; and (8) challenging feelings of interest.

According to the journal by Tentama & Ermawati (2021), career development is a sustainable effort focused on individual development based on personal career needs and organizational goals, usually organized by the company. According to Katidjan et al. (2022), dimensions of career development include career management and career planning, with variable indicators, namely organizational policy, work performance, education level, cadre formation, training, work experience, work relationships, and self-development. Meanwhile, according to Artati (2022), career development indicators include training and development, need for career advancement, desire to achieve, and opportunities for a career. Based on several descriptions of these indicators, the measurement of career development variables that will be examined in this research uses indicators according to Katidjan et al. (2022), namely (1) organizational policies; (2) work performance; (3) education level; (4) cadre formation; (5) training; (6) work experience; and (7) work relations.

Darmawan (2020) states that overall, organizational commitment can be described as a psychological bond between an employee and his company, and research shows that organizational commitment is related to key work outcomes, such as the desire to stay or leave the organization, as well as the dynamics that occur at work. According to Aulia (2021), organizational commitment with the exact dimensions, namely affective commitment, sustainability commitment and normative commitment, has variable measurement indicators, including binding oneself to the values and norms of the organization, loyalty to the organization, fear of losing something if one leaves the

organization, difficulty looking for another job, the organization has contributed to the lives of employees, the organization where they work is better than other organizations. Based on several descriptions of these indicators, the measurement of the organizational commitment variable that will be examined in this research uses indicators according to Hayati et al. (2020), namely (1) personal emotional attachment; (2) identification; (3) participation in organizations; (4) consideration of profits so that they remain part of the organization; (5) consideration of losses if you relinquish membership status from the organization; (6) support for carrying out work; and (7) the desire to advance the agency.

Previous Research and Hypothesis Development

The Influence of Job Embeddedness on Employee Performance

Research by Ruhiyat et al. (2022) produces. Job embeddedness, which functions, will then increase performance or employee performance that is produced. Its goals are to have cognitive and emotional ties, as well as collaboration, responsibility, and full contribution to the goals and targets of the organization, so that it will achieve the desired results.

H1: job embeddedness influences on employee performance.

The Influence of Career Development on Employee Performance

Research conducted by Sari & Rahyuda (2022) also states that companies implementing better career development have a positive and significant impact on employee performance. This indicates that the more effective the company is in implementing career development, the greater the performance obtained by employees in carrying out their duties.

H2: career development has an effect on employee performance.

The Effect of Job Embeddedness on Organizational Commitment

Job embeddedness reflects an individual's tendency to remain loyal to an organization, even when faced with more profitable opportunities. It can have a positive impact on levels of organizational commitment, including affective commitment, normative commitment, and continuance commitment, indicating that they tend to have strong emotional ties to the organization, feel an obligation to remain loyal, and have long-term career aspirations within the context of their work (Oyeng, 2023).

H3: job embeddedness influences organizational commitment.

The Influence of Career Development on Organizational Commitment

Research by Purnawati et al. (2021) also illustrates that the more real career development is, the greater the level of organizational commitment employees possess in the company. With effective career development, it is important to increase work commitment, increase work productivity, and reduce the desire to move.

H4: career development influences organizational commitment.

The Influence of Organizational Commitment on Employee Performance

Research by Susita et al. (2020) also stated that there is a positive and significant relationship between organizational commitment and employee performance. When employees have a strong organizational commitment, this impacts how they carry out their daily tasks and results in higher job performance.

H5: organizational commitment has an effect on employee performance.

The Influence of Job Embeddedness on Employee Performance with Organizational Commitment as Mediator

Research conducted by Fatyandri & Yang (2023) also concluded that job embeddedness significantly influences employee performance variables, which is mediated by the strong role of organizational commitment. In other words, organizational commitment increases the relationship between work engagement and employee performance.

H6: organizational commitment mediates the effect of job embeddedness on employee performance.

The Influence of Career Development on Employee Performance with Organizational Commitment as Mediator

Purnawati et al. (2021), in their research, said that organizational commitment acts as an effective mediator in explaining the relationship between career development and employee performance. In other words, their findings show that organizational commitment has a strong influence in carrying out this mediating role.

H7: organizational commitment mediates the effect of career development on employee performance.

Research Method

This research is quantitative and uses an explanatory approach (explanatory research) because it aims to examine the influence of job embeddedness and career development on employee performance, with Organizational commitment as an intervening variable in employees at Garment company in Semarang.

The population in this research is employees who work at the Garment Company in Semarang, including as many as 230 people. Sampling in this study used a purposive sampling technique, namely, the sample was determined by excluding employees in certain production departments from all employees at Garment Company in Semarang who had worked at least one year at the company. This research uses data and uses techniques of collecting data through questionnaires. This questionnaire will be given to several employees at the Garment Company in Semarang as part of research.

Partial Least Squares Equation Method (PLS-SEM) is a method for analyzing data. Partial Least Squares (PLS) is a multivariate statistical technique that differentiates between several dependent and independent variables. This research uses this method to test organizational commitment, which acts as a mediating variable between work engagement and career development on employee performance.

Result and Discussion

This research was carried out on 100 respondents from the cutting factory in Semarang department employees, which is different from the initial calculation of the research sample, namely 70 respondents. This research uses a sample of 100 respondents to ensure that the data processed using Smart PLS provides maximum results. Based on this data, women, with 82 respondents (82%), dominated the research compared to men, with only 18 respondents (18%). Meanwhile, the age of the respondents was dominated by employees aged < 25 years with a total of 53 respondents (53%), and employees with a working period of around 1 - 2 years also dominated the research with a total of 64 respondents (64%).

a. Test Discriminant Validity

The discriminant validity test results show that the correlation between variables from the Heterotrait-Monotrait (HTMT) ratio does not exceed a cut-value of 0.9, which indicates discriminant validity, which is suitable for the four variables, namely employee performance, job embeddedness, career development, and organizational commitment. The results of the correlation between variables in this study are declared discriminant validity, because the test results above are no more than 0.9.

b. Reliability and Validity Test

The reliability test is measured using Cronbach's Alpha, which reflects all questions in the research model. The minimum accepted value is 0.7, while the ideal is 0.8 or 0.9. The validity value can be seen from the Average Variance Extracted (AVE) value, which must reach a minimum of 0.5. Cronbach's Alpha evaluates reliability, which is accepted if the value is above 0.7, while AVE must exceed 0.5 for each variable. Reliability testing using Cronbach's Alpha shows a value exceeding 0.7, while validity using average variance extracted (AVE) is above 0.5. Thus, all variables in this study were declared to have passed reliability and validity testing.

c. Test Inner Model Smart PLS

Test the inner model to determine whether there is a relationship between variables or research hypotheses where there is a direct influence and an indirect influence. A relationship or influence between variables is declared influential if the p-value is smaller than the previously determined significance level (0.05 or 0.01). Thus, if the p-value is less than the specified significance level, it can be concluded that the variable significantly influences other variables in the model.

Table 1. Test the Direct Effect Hypothesis

Variable Relationship	Path Coefficient	p-Value	results
Job Embeddedness → Employee performance			
Career Development → Employee performance	0.097	0.000	H1
Job Embeddedness → Organizational Commitment			Accepted
Career Development → Organizational Commitment	0.107	0.107	H2
			Rejected

Organizational performance	Commitment → Employee	0.120	0.001	H3
				Accepted
		0.125	0.006	H4
				Accepted
		0.087	0.004	H5
				Accepted

Source: Primary Data Processed, 2024

The table shows the PLS results of the direct influence test between variables, which obtained the relationship between the variables career development did not affect employee performance with a p-value greater than 0.05, so that hypothesis two is rejected. The relationship between the variable job embeddedness and employee performance shows an influence with a p-value less than 0.05, so that hypothesis one is accepted. The relationship between the variable job embeddedness and organizational commitment shows an influence with a p-value less than 0.05, until hypothesis three is accepted. The relationship between career development and organizational commitment shows an influence with a p-value less than 0.05, so that hypothesis four is accepted. The relationship between organizational commitment and employee performance also shows an influence with a p-value less than 0.05, so that hypothesis five is accepted.

Table 2. Indirect Effect Hypothesis Test

Variable	Path	P-Values	Results
	Coefficient		
Job Embeddedness → Organizational Commitment → Employee Performance	0.044	0.029	H6 Accepted
Career Development → Organizational Commitment → Employee Performance	0.043	0.045	H7 Accepted

Source: Primary Data Processed, 2024

The table shows the results of the PLS test of the indirect influence between variables obtained by job embeddedness on employee performance which is mediated by organizational commitment with a p-value less than 0.05 or a significant level of 5% so that hypothesis six is accepted, and the relationship career development to employee performance is mediated by organizational commitment with a p-value less than 0.05 or a significance level of 5% so that hypothesis seven is also accepted.

Discussion

Data obtained through a research questionnaire shows that the average value of the variable job embeddedness is 4.24 or 85%, which is declared to be in the very high category. These results are shown in the indicator values, which state that employees show a high level of responsibility and intense loyalty to work and the team, which is reflected in their dedication to providing additional support and actively contributing to achieving common goals, as well as employees receiving appreciation for their contributions. High work engagement by respondents or employees at factory tends to show higher levels of productivity and better quality of work, contributing to the company's overall performance

and success. The research results also show that job embeddedness positively affects employee performance. The results of this research were obtained from several tests with p-values 0.000 or smaller than 0.05 ($0.00 < 0.05$), meaning that hypothesis one was accepted. So, the better the job embeddedness of an employee in the company is, the better the employee's performance will be. Employees who are attached to their work will feel more satisfied with their work and will also have strong loyalty to the organization, so that employees will not want to resign from the company. The results of this research are in line with research by Ruhayat et al. (2022) which produces the statement that employees who have a high level of work engagement will tend to show greater dedication to their work, their performance tends to increase, and this effectively increases the employee's performance or performance, making it difficult for them to leave work.

Data obtained through a research questionnaire shows that the average value of the variable career development is 4.04 or 81%, which is included in the high category. These results are shown in the indicator values, which state that organizational policy at factory provides training to help facilitate employee career development. Career development also has a role in improving performance. However, research has shown that career development does not affect employee performance. It is proven by the test results, which obtained p-values of 0.107 or greater than 0.05 ($0.107 > 0.05$), meaning that hypothesis two is rejected. Employee performance cannot be easily influenced by career development or other factors that influence employee performance, besides career development. This research also shows values that are not too high or below average for indicators of employee ability to exceed the company's daily targets, ability to provide solutions when coworkers experience difficulties, employee activeness in activities or projects that enable learning and development of new skills, as well as employees' educational level which is not too high, where the level of education itself can make a positive contribution to their career development. The results of this research align with research conducted by Wahyudi et al. (2021), which states that the influence of the variable career development on employee performance is considered low, with several other factors, such as work experience and education, having a greater impact. The results of this research contradict research conducted by Nento & Abdullah (2021) and Sari & Rahyuda (2022), which states that the implementation of more effective career development strategies by companies has a positive and significant impact on employee performance, or in other words, the better the company. Implementing career development, the higher the performance achieved by employees in carrying out their duties. Besides that, career development also has the potential to motivate employees and prevent them from leaving their jobs.

The results of the research that has been conducted show that job embeddedness has a positive influence on organizational commitment. It is proven by the test results that obtained p-values are 0.001 or smaller than 0.05 ($0.001 < 0.05$), meaning that hypothesis three is accepted. Employees who are highly engaged with their work tend to have a higher commitment to the organization. These results can be seen from the indicator value of job embeddedness and high organizational commitment by employees of Garment Semarang, for the statement that employees are committed to having a strong feeling of responsibility

and loyalty towards work and have a strong emotional attachment to colleagues or superiors at work. The results of this study are in line with research by Amoah et al. (2021) and Oyeng (2023), who state that job embeddedness directly influences organizational commitment by reflecting an individual's tendency to remain loyal to the organization, even when faced with more profitable opportunities. This condition positively impacts the level of organizational commitment, which shows that employees have a strong emotional bond with the organization, feel obliged to remain loyal, and have long-term career aspirations that are integrated with their work.

The results of the research that has been carried out show a positive influence of career development and organizational commitment. The test proves that the results of p-values of 0.006 are smaller than 0.05 ($0.006 < 0.05$), meaning that hypothesis four is accepted. Career development can strengthen the bond of commitment between employees and the company. This result can be seen from the indicator value of career development and high organizational commitment by employees of Garment Semarang, for the statement that work experience has helped improve the skills and competencies needed for employee career advancement, and active participation in activities or projects that enable additional learning and skill development. Apart from focusing on personal career development, employees are also committed to making a meaningful contribution to the organization's success and want to play an active role in the company's progress. Hence, employees must carefully consider whether to leave the company or maintain membership status. The research results are in line with research by Purnawati et al. (2021) which states that the more real there are opportunities for career development, the higher the level of organizational commitment that employees in the company have, which emphasizes the importance of effective career development in increasing work commitment, increasing productivity, and reducing the desire to move.

Data obtained through a research questionnaire shows that the average value of the organizational commitment variable is 4.06 or 81%, so it is declared to be in the high category. These results are shown in the indicator values, which state that Garment Semarang employees are closely tied to co-workers and superiors, have emotional relationships, and have high dedication to the organization. They support each other, are motivated to contribute to the company's progress, and feel proud to be part of a solid team. The research results also show that organizational commitment positively affects employee performance. The results of this research were obtained from several tests with p-values 0.004, meaning that hypothesis five was accepted. This shows that the greater the organizational commitment an employee has, the better the performance they can achieve. The results of this research are supported by previous research by Meutia & Husada (2019). Susita et al. (2020) which obtained results that the level of employee performance is positively influenced by organizational commitment arising from emotional attachment, rational attachment, and long-term career aspirations of employees, thereby encouraging employees to make maximum contributions, in addition to the positive and significant relationship between organizational commitment and Employee performance also indicates

that strong commitment influences the way employees carry out their daily obligations and creates better performance.

This research shows that job embeddedness has a direct effect on organizational commitment, as well as organizational commitment, which influences employee performance in garment companies. The results of the Specific Indirect Effect test that has been carried out show that organizational commitment can mediate the relationship between job embeddedness and employee performance. The p-values at 0.029 prove these results, which means hypothesis six is accepted. The role of organizational commitment strengthens the influence of job embeddedness on employee performance at Garment Semarang. Employees attached to co-workers and superiors who have strong emotional relationships and are highly dedicated to the organization tend to be more responsible, loyal to their work, and actively contribute to achieving common goals and the organization's progress. In line with research by Oyeng (2023), employees with strong emotional ties to the organization feel obliged to remain loyal and have long-term career aspirations. Employee engagement with their work will further strengthen the employee's relationship or commitment to the organization. Employees with high commitment will have a strong drive to continue to be part of the organization and strive to achieve organizational goals. When employees have an emotional attachment to the organization, they are committed to advancing the organization, which will positively impact employee performance. Strong employee relationships with the organization impact how they carry out their daily tasks, resulting in higher performance in their work (Susita et al., 2020). The results of this study are in line with the previous research conducted by Amoah et al. (2021), Ahakwa et al. (2021), and Fatyandri & Yang (2023) which state that job embeddedness has a positive effect both directly and indirectly on employee performance through the mediating role of organizational commitment, which strengthens the relationship between job embeddedness and employee performance.

The Specific Indirect Effect test that has been carried out shows that organizational commitment can mediate the relationship between career development and employee performance. These results are proven by the p-values of 0.045 or smaller than 0.05 ($0.045 < 0.05$), which means that hypothesis seven is accepted. The role of organizational commitment has a positive influence on career development and employee performance at Garment Semarang. Employees committed to achieving career goals, organizational success, skills, and advancing the company will contribute more to their work, especially in achieving the daily targets the garment company sets. In addition, training provided by the company and participation in activities or projects can help develop skills and enhance employee career development. When the company provides real opportunities for career development for employees, this will increase employee commitment to the company. Effective career development opportunities are important for increasing organizational work commitment, boosting employee productivity, and reducing the possibility of employees changing jobs (Purnawati et al., 2021). Thus, the opportunity for career development by the company, apart from being important for individuals according to personal career needs, is also important for the sustainability of organizational goals. When

employees have the initiative to develop their careers and with the support of career development by the company, employees will be more committed to the company's organization. Employees who maintain organizational commitment will gain more work experience through participation in company activities or projects. A relationship of organizational commitment by good employees will also impact the employee's performance. Strong organizational commitment will improve performance, discipline, and responsibility for work, resulting in high work performance and better results (Susita et al., 2020). The results of this research are in line with previous research conducted by Sari & Rahyuda (2022), Purnawati et al. (2021), and A. Darmawan (2021) which states that career development influences both directly and indirectly employee performance through role organizational commitment as an effective mediator in explaining the relationship between career development and employee performance, or in other words showing that organizational commitment has a strong influence in carrying out this mediating role. Through organizational commitment intervention, it also has an influence on career development on employee performance, which means that the combination of effective career development with the level of employee commitment to the organization where the employee works has a positive impact on better employee performance rather than career development, which has a direct effect on performance.

Conclusion

This research's data analysis and discussion results answer the research questions developed previously. Employees with high work engagement usually feel energized, enthusiastic, and ready for all pressures and challenges in the workplace and are willing to get involved in achieving common goals. Good employee performance cannot be separated from positive emotions and good physical and mental conditions. In terms of achieving goals or employee performance, career development does not have a significant effect or is not strong enough to influence employee performance. Other factors, such as employee education or work experience, will influence employee performance more than career development. Employees with high organizational commitment will show better work engagement than those with low organizational commitment. Employees who are committed to advancing the organization show more of their contribution to work, this form of contribution is also an effort for employees to develop their careers. According to the results of the fifth hypothesis test, organizational commitment influences employee performance. Employees with high commitment or the drive to continue to survive in the organization can encourage better performance improvements so that they can easily achieve company goals. Organizational commitment's role as a mediator can strengthen the relationship between job embeddedness and employee performance. These findings suggest that organizational commitment's role as a mediator has a more positive influence on the relationship between career development and employee performance than direct influence without a mediator.

The research finding that the career development variable indirectly affects employee performance through the mediation of the organizational commitment variable shows that

the level of employee commitment to the organization plays an important role in connecting career development with employee performance at Garment Company in Semarang. This implication emphasizes the importance of understanding the internal mechanisms underlying the relationship between these variables and the importance of strengthening organizational commitment as a strategy to increase the impact of career development on employee performance in garment companies. This research also states that organizational commitment strengthens the relationship between job embeddedness and employee performance in garment companies. The role of organizational commitment in mediating job embeddedness and career development on employee performance was significantly compared to the direct influence without a mediating role. It can be seen in the organizational commitment indicator, which shows a very high value, that factory employees feel they have a strong relationship with the organization, and even employees feel proud to be part of the company, so they want to contribute more to advancing the company.

The practical implication of this research is that organizational commitment is the main factor compared to job embeddedness and career development. Company management must pay special attention to strategies to strengthen employee commitment. Although job embeddedness and career development are still important factors, an emphasis on organizational commitment can significantly impact employee performance. To achieve strong organizational commitment, companies need to consider several practical steps. First, management must communicate the vision, values, and goals of the Garment Company clearly to all employees to ensure that they understand the company's direction and feel part of the company's journey. Second, management must strengthen organizational commitment by providing adequate recognition and appreciation for employee contributions to the company's success, rewards, promotions, or increased responsibilities commensurate with employee achievements. Additionally, increasing employee involvement in decision-making that affects their work will increase commitment to the company. Third, the Garment Company can introduce a clear and structured career development program, which includes regular training, certification, and promotion opportunities based on performance and skills development, allowing employees to see their career path. By implementing these steps, a firm can strengthen employee commitment to the organization, increasing job embeddedness, career development, and overall employee performance.

The suggestions given are based on the results of testing and analysis on each variable, namely the research results which state that career development does not affect employee performance so that companies should facilitate or provide more opportunities for employee career development which includes providing training and development programs, provide more roles and responsibilities in team activities or projects, and provide opportunities to share solutions to problems within the team, as well as provide daily company targets in stages according to employee abilities. The results of this research can become material for further research that focuses on further exploration related to career development and employee performance in the garment industry.

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