

The Effect of Leadership and Career Development on Organizational Commitment and Employee Performance: A Study of PT Kereta Api Indonesia (Persero) Regional Division III Palembang

Akbar Mudzakir, Fatimah, Fadhil Yamaly

Universitas Muhammadiyah Palembang

Email: mudzakir.net@gmail.com

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Abstract

This study aims to determine 1) The Influence of Leadership on Organizational Commitment at PT. Kereta Api Indonesia (Persero) Regional Division III Palembang 2) The Influence of Career Development on Organizational Commitment at PT. Kereta Api Indonesia (Persero) Regional Division III Palembang 3) The Influence of Leadership on Employee Performance at PT. Kereta Api Indonesia (Persero) Regional Division III Palembang 4) The Influence of Career Development on Employee Performance at PT. Kereta Api Indonesia (Persero) Regional Division III Palembang 5) The Influence of Organizational Commitment on Employee Performance at PT. Kereta Api Indonesia (Persero) Regional Division III Palembang. This type of research is Associative. The variables used by the researcher are Leadership, Career Development, Organizational Commitment, and Employee Performance. The sample in this study was 140 employees of PT—Kereta Api Indonesia (Persero) Regional Division III Palembang who were selected using Cluster Sampling. The primary data used in this study was collected through a questionnaire. The data analysis technique used was SEM with the Lisrel Program Application. The results of this study indicate that (1) leadership has a significant effect on organizational commitment, (2) career development has a significant effect on organizational commitment, (3) leadership has no significant effect on employee performance, (4) career development has a significant effect on employee performance (5) organizational commitment has a significant effect on employee performance.

Keywords: Leadership, Career Development, Organizational Commitment, Employee Performance.

1. Introduction

Human resources are potential assets that function as non-material and non-financial capital in a business organization. They can be realized physically and non-physically in realizing the organization's existence. Human resource management involves all management decisions and practices that directly affect human resources. HR management is needed to improve the effectiveness of human resources in the organization. The goal is to provide the organization

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with an effective work unit. The main factor that determines the success of a company is employee performance. According to [Robbins \(2018\)](#), performance is the work results produced by an employee to achieve the expected goals. Optimal employee performance is an absolute requirement to achieve organizational targets and objectives. According to [Mangkunegara \(2017\)](#), employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Therefore, companies must understand how to keep employee performance stable and sound. According to [Kasmir \(2017\)](#), the factors that influence performance are ability and expertise, knowledge, work plan, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline.

One of the factors that influences employee performance is organizational commitment. According to [Sutrisno \(2018\)](#), organizational commitment is a strong desire to join a group, a high readiness to work for the organization, and certain beliefs and acceptance of the principles and goals of the organization. Organizational commitment reflects employee loyalty to remain and help achieve organizational goals. High commitment has a positive impact on HR work performance, and conversely, good work performance is greatly influenced by individual commitment to the work they do

Leadership also affects performance. Leadership is one of the factors in improving employee performance because, basically, leaders are the backbone of organizational development to encourage and influence good work enthusiasm for employees. According to [Robbins \(2018\)](#), leadership is the ability to influence a group towards a vision of achievement or goals that are formally set, as is done with managerial ranks within the organization. Leadership also affects organizational commitment. Effective leaders are able to create an environment that supports increasing employee commitment to the organization. The higher the employee commitment, the better the organization's achievements because committed employees tend to give their best performance. Conversely, employees who are less committed often show low motivation, which can hinder the achievement of organizational goals. Thus, the relationship between leadership, performance, and employee commitment is significant in the context of HR management in organizations.

In addition to leadership, career development is also an essential factor that affects employee performance. [Siagian \(2015\)](#) defines career development as a personal change made by individuals to achieve career goals. This process is very important for employees throughout their career journey because it helps improve their performance and commitment to the organization. Employees hope to achieve a better position as a result of their efforts and achievements. Career development also affects organizational commitment. When organizations provide opportunities for employees to develop, either through training, skill development, or promotion opportunities, this can increase their sense of attachment to the company. According to [Robbins & Judge \(2020\)](#), clear career development can improve employees' affective commitment because they feel valued and have the opportunity to develop in the organization. Employees who feel that their careers are growing in the organization are more committed to contributing to the maximum. In addition, good career development can encourage employees to work harder and improve their performance.

PT Kereta Api Indonesia (Persero) is a State-Owned Enterprise (BUMN) that plays a strategic role in providing land transportation services through the management of the railway system in Indonesia. This company is not only a pioneer in the transportation sector but also plays an



important role in supporting community mobility and the national economy. As a BUMN, PT Kereta Api Indonesia (Persero) has the vision to become a world-class transportation company with the best, safest, and most comfortable service for all Indonesian people. PT Kereta Api Indonesia has a great responsibility to ensure maximum service to the community. To achieve this goal, the company needs to manage various factors, one of which is human resources (HR), which is the central pillar of the company's operations. Competent and motivated HR is the primary key to realizing optimal performance, which in turn will have a direct impact on the company's overall performance. In this context, effective leadership and good career development are critical in influencing employee organizational commitment. Leadership that provides clear direction, emotional support, and recognition of employee achievements can increase motivation and performance. In addition, clear career development and opportunities to advance in the organization can also strengthen employee engagement with the company, which in turn contributes to individual performance and overall organizational performance.

Employee performance at PT Kereta Api Indonesia (Persero) Divre III Palembang plays a vital role in achieving company goals; researchers found a phenomenon related to quality. One of the problems identified is the lack of proper training for employees, which causes unpreparedness in facing job challenges. Some employees find it difficult to overcome technical problems or errors in customer service, which has an impact on the decline in service quality. Therefore, the company needs to provide adequate training to improve the quality of employee performance and maintain the company's reputation. One of the challenges faced by PT KAI Divre III Palembang related to employee performance is responsibility. Researchers have found a phenomenon of unclear division of tasks that is often confusing. For example, in operational units, employees usually do not know who is responsible for maintaining infrastructure or who should take action if there is a technical problem with the means of transportation. This ambiguity causes employees to wait for instructions from each other or feel that the task is not their responsibility. Another example is the management of train departure schedules. Although there are employees assigned to ensure the schedule is on time, the unclear division of tasks makes some employees feel that they are not fully responsible if there is a delay. In addition, this ambiguity also disrupts coordination between the maintenance and operational departments, resulting in delayed responses to emerging technical problems.

Another phenomenon is related to initiative. Researchers found that some employees find it difficult to take proactive steps to deal with technical disruptions or emergencies. This problem is often caused by a lack of communication between departments. As a result, some employees tend to wait for instructions, which hinders the smooth implementation of tasks and impacts company performance. Therefore, the company needs to improve coordination between departments, clarify work procedures, and provide training to improve employee initiative in dealing with unexpected situations.

Organizational commitment is a crucial issue at PT Kereta Api Indonesia that has a direct impact on employee performance. Researchers found problems related to the phenomenon of normative commitment, where employees feel they have high loyalty to the organization. However, many of them are not completely satisfied or happy with their jobs. This loyalty is driven more by a sense of moral obligation to stay in the organization because they feel that the organization has provided them with opportunities and a decent living. Even though there are job challenges, these employees feel that they must maintain the sustainability and reputation of the company.



Another phenomenon found is the existence of employees who feel happy at work, which is related to good relationships with coworkers, appreciation from superiors, and a sense of being appreciated in the work environment. Employees who feel happy at work tend to have a higher normative commitment because they think that their work not only fulfills their obligations but also provides personal satisfaction. However, some employees remain at PT KAI Divre III Palembang more because of moral obligations than because of the happiness or satisfaction they get. Pride in working at PT Kereta Api Indonesia is also a striking phenomenon. Many employees feel proud to be part of this organization, mainly because of their contribution to providing essential public transportation services for the community. This sense of pride motivates them to continue working with high dedication. However, some employees feel bound by the obligation to maintain the company's image, although pride in the work is not always the main factor in their decision to stay.

Researchers also found problems related to organizational commitment, especially employee attachment to work at PT Kereta Api Indonesia (Persero) Divre III Palembang. Several employees showed low attachment, which was seen from their lack of motivation and dedication to work. This reduced their commitment to the organization and potentially lowered performance. The contributing factors include a lack of recognition and clear career development opportunities. Therefore, companies need to improve employee engagement by providing better rewards and clear development opportunities. This normative commitment phenomenon shows that, despite differences in the level of happiness and pride among employees, they tend to stay in the company because of a sense of moral obligation to the organization. Therefore, companies need to pay attention to factors that support normative commitment so that employees feel more committed and motivated to make the best contribution to the organization. The phenomenon found is related to leadership. Interviews with several employees revealed that the ability to make decisions in the organization often does not involve input from employees. Several employees stated that decisions made by management do not reflect the needs and conditions in the field. This results in a low sense of ownership and responsibility for the results of their work.

Regarding communication skills, internal survey data shows that only a few employees feel that communication between leaders and their teams is effective. Many employees said that the information conveyed was often unclear, creating confusion about job expectations. This condition has the potential to hinder productivity and cause conflict within the team, indicating the need for attention to communication skills in leadership. The ability to motivate is also a significant issue. Many employees still feel unempowered in carrying out their duties, which impacts their motivation and commitment to the company's vision. This dissatisfaction can contribute to the team's low overall performance at PT KAI Divre III Palembang. Thus, it is important for management to improve their decision-making, communication, and employee motivation skills to drive better performance.

Furthermore, a phenomenon related to career development was also found at PT KAI Divre III Palembang. The results of interviews with employees indicated that fair treatment in career development was one of the main issues. Many respondents felt that there was unfairness in promotion opportunities, which had a negative impact on their motivation to develop. This condition shows the importance of management in creating a transparent and fair system in the promotion process. Another phenomenon was also found related to the concern of direct superiors. Many employees reported that support from superiors in terms of career development was very minimal. Only a few employees felt that their superiors paid sufficient attention to



individual career development. This can result in low employee initiative to ask for training or better opportunities.

Many employees felt that they did not get clear information about promotion opportunities within the organization. This ambiguity caused confusion and a lack of motivation to apply for promotions. Only a few employees were satisfied with the career development opportunities available. This dissatisfaction can have an impact on the level of employee engagement and commitment to the organization. By considering the evidence, the management of PT KAI Divre III Palembang needs to improve the aspect of career development. Through strategic steps, employee career development can be enhanced, thereby contributing to the overall performance of the organization. This study was conducted at PT Kereta Api Indonesia (Persero) Regional Division III Palembang, which is one of the essential units in managing railways in the South Sumatra region. This division has a crucial role in railway operations, both in terms of passenger and freight transportation.

2. Literature Review

The Influence of Leadership on Organizational Commitment at PT KAI Region III Palembang. According to [Darmadi \(2018\)](#), leadership is one factor that can influence organizational commitment. Effective leaders can motivate and inspire employees to be more committed to the organization's goals and vision. With the right leadership approach, leaders can create an environment that supports collaboration and work enthusiasm, thereby increasing employee loyalty and engagement with the organization. According to [Sutrisno \(2018\)](#), leadership is the process of someone's activities to move others by leading, guiding, or influencing them to do something to achieve the expected results. Authentic leaders build strong relationships with employees through authenticity, integrity, and transparency. A study conducted by [Mamun \(2012\)](#) stated that leadership has a positive effect on organizational commitment. The phenomenon that exists at PT KAI Region III Palembang related to leadership is decision-making that does not involve employees. This causes employees to feel that the decisions taken do not reflect conditions in the field. In addition, ineffective communication between leaders and employees confuses job expectations. Lack of employee motivation and empowerment is also a problem, resulting in low commitment to the organization. Overall, the influence of effective leadership at PT KAI Region Divre III Palembang is huge on employee commitment. Leaders who are able to motivate, support, and build positive relationships with employees not only improve individual performance but also strengthen the overall organizational commitment.

The Influence of Career Development on Organizational Commitment at PT KAI Region III Palembang. According to [Darmadi \(2018\)](#), career development is one of the factors that can influence organizational commitment. Effective career development can increase employee engagement and loyalty to the organization, because employees feel appreciated and have the opportunity to develop in their work. Employees who have organizational commitment are employees who have a strong desire to become key members of their organization, have a strong will to work and strive for the interests of the organization, have trust and acceptance of the values and goals of the organization. ([Meyer & Allen, 2008](#)). This is supported by previous research conducted by Rahmi Widyanti 2020 which found that career development has a significant effect on organizational commitment. The phenomenon that exists at PT KAI Region III Palembang related to career development is that many employees feel minimal support from their direct superiors in developing their careers. The lack of clear information regarding



promotion opportunities also causes confusion and reduces employee motivation. These problems indicate the need for improvements in the career development system in order to increase employee commitment to the organization. Overall, clear, fair, and superior-supported career development will strengthen employee commitment and support organizational performance at PT KAI Divre III Palembang.

The Influence of Leadership on Employee Performance at PT. KAI Divre III Palembang. According to [Kasmir \(2017\)](#) leadership is one of the factors that can influence employee performance. Because basically the leader is the backbone of organizational development to encourage and influence good work enthusiasm for employees. Research conducted by [Mamun \(2012\)](#) stated that 'leadership has a negative effect on performance. The phenomenon in PT KAI Divre III Palembang related to leadership shows that decision-making that does not involve employees has an impact on their low performance. Employees feel that the decisions taken do not reflect the needs in the field, thus reducing their sense of belonging to the organization. In addition, ineffective communication between leaders and employees causes unclear job expectations, which has an impact on low productivity. Leaders who are unable to motivate employees well also cause low performance. Overall, effective leadership in PT KAI Divre III Palembang can improve communication, decision-making, and employee empowerment, which will ultimately increase employee commitment and performance as a whole. The Influence of Career Development on Employee Performance at PT. KAI Divre III Palembang

Career development is one factor that can affect employee performance. Effective career development can provide opportunities for employees to improve their skills and knowledge, which in turn will affect their ability to carry out their duties better. In addition, career development can also increase employee motivation and job satisfaction because they feel appreciated and have the opportunity to advance in their careers. Therefore, companies that pay attention to the career development of their employees tend to have better performance because employees feel more involved and more committed to their work. Research conducted by [Mustaan and Hamdi \(2022\)](#) suggests that career development has a significant effect on employee performance. Lack of clear information regarding promotion opportunities also causes confusion and decreases employee motivation. These problems indicate the need for improvements in the career development system to increase employee commitment to the organization. Overall, transparent, fair, and superior-supported career development will support employee performance at PT KAI Divre III Palembang.

The Influence of Organizational Commitment on Employee Performance at PT. KAI Divre III Palembang. According to [Kasmir \(2017\)](#), organizational commitment is one of the factors that can affect employee performance. This commitment reflects how much employees feel bound to the organization and its goals. The higher the level of employee commitment to the organization, the more likely they are to work optimally and contribute to achieving organizational goals. On the other hand, [Mamun \(2012\)](#) stated that organizational commitment to employee performance has a positive and significant influence, inseparable from the contribution of indicators of affective organizational commitment, normative organizational commitment, and continuous organizational commitment. Similar results were stated by [Kristianto and Suharnomo \(2011\)](#), who said that employees who have high organizational commitment have higher levels of performance. The phenomenon at PT KAI Divre III Palembang related to organizational commitment shows differences in the level of employee commitment. Some employees feel they have high loyalty to the organization, even though they are not completely satisfied or happy with their jobs. This high normative commitment is driven

by a sense of moral obligation to stay in the company despite the challenges of the work they face. On the other hand, employees who feel satisfied and happy with their jobs, mainly because of good relationships with coworkers and appreciation from superiors, show a more substantial commitment to the organization. Another phenomenon is the sense of pride in being part of PT KAI, which functions as an essential motivational factor in maintaining employee commitment. Although pride in the company is not always the main factor, most employees feel bound by an obligation to keep the company's reputation. Overall, high organizational commitment has a significant impact on employee performance. Employees who think bound and committed to the organization will be more motivated to give their best contribution.

3. Research Method

The object of this comprehensive research is PT Kereta Api Indonesia (Persero) Divre III Palembang. PT Kereta Api Indonesia, commonly abbreviated as KAI, is an Indonesian state-owned enterprise in the railway sector. The research method used is quantitative research, with the dependent variable being employee performance, including indicators of quantity, quality, responsibility, and initiative. The independent variables are organizational commitment, leadership, and career development. The indicators of organizational commitment are loyalty to the organization, happiness in working, pride in working in the organization, and employee attachment to work. The indicators of leadership are decision-making ability, motivational ability, and communication skills. The indicators of career development are fair treatment in a career, concern for direct superiors, and information about promotion opportunities. The population in this study were all permanent employees of PT Kereta Api Indonesia (Persero) Divre III Palembang, totaling 3013 employees as of June 2024. This population consists of employees from various positions and backgrounds who provide various perspectives related to leadership, career, organizational commitment, and employee performance. The number of samples used in this study was 140 respondents. The sampling technique used was the probability sampling technique with the cluster sampling technique. The data collection method used in this study was interviews and questionnaires, which will be distributed in the form of Google Forms; the answers from respondents to a series of questions related to the influence of leadership and career development on organizational commitment and employee performance of PT.KAI Divre III Palembang. KAI Divre III Palembang. In this study, questionnaire data was in the form of ordinal data containing a number of Likert Scale questions. The data collection tool used was a questionnaire or questionnaire. So, in this study, through a questionnaire, a data collection technique is carried out by giving a set of questions to the object being studied; the choice of doubtful or neutral answers is not used as one of the answer choices. The primary data used in this study are questionnaire answers from the variables studied and measured using a Likert scale. The secondary data are employee data from PT. KAI Divre III Palembang.KAI Divre III Palembang. The data analysis technique used to calculate the variables in this study is the structural equation modeling (SEM) capital equation.

4. Findings and Discussions

Based on the Goodness of Fit appendix, a summary of the model suitability test results can be made as follows:

Table 1. Goodness of Fit Index

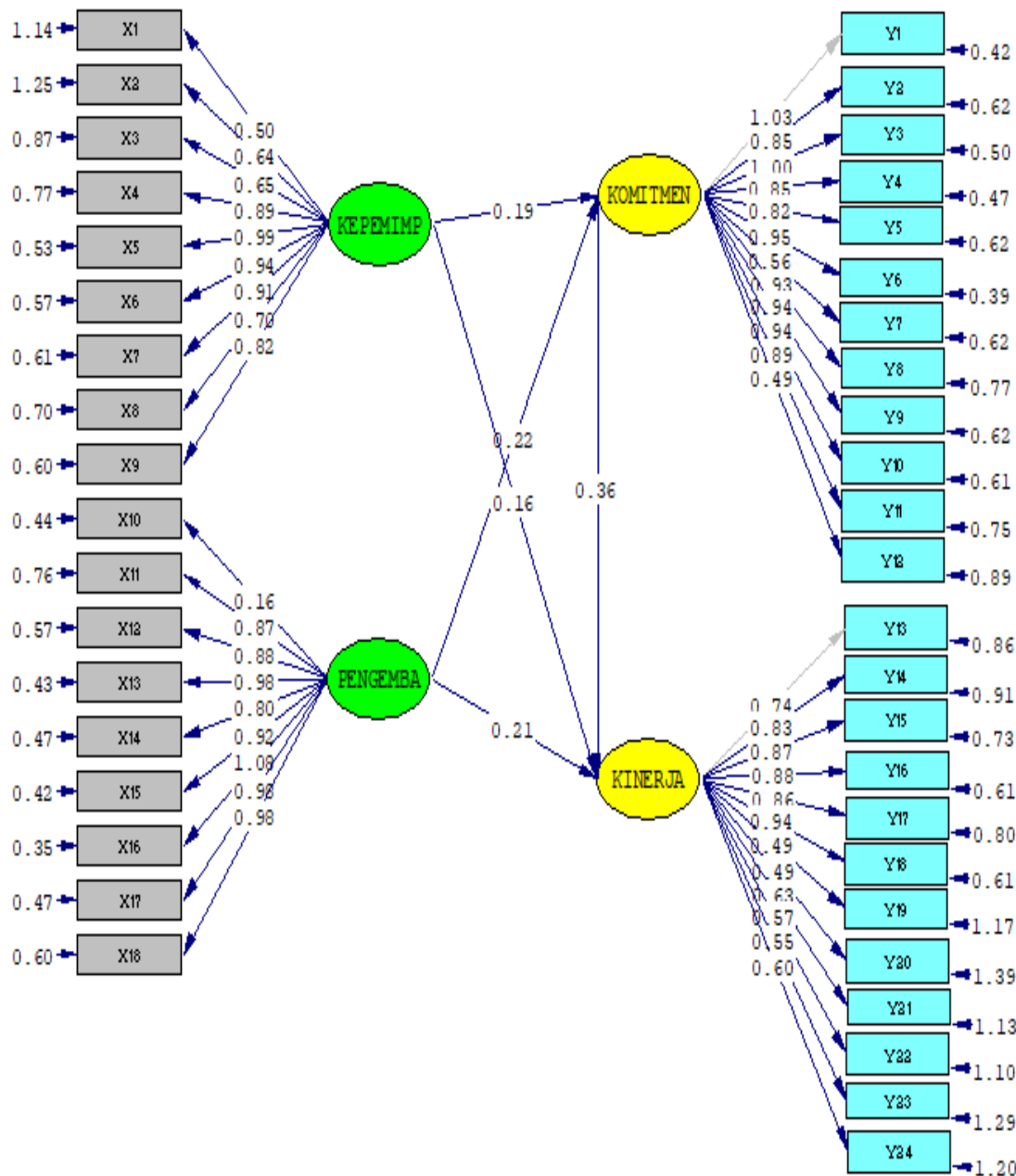
<i>Goodness Of Fit Index</i>	<i>Cut Of Value</i>	<i>Hasil Analisis</i>	<i>Evaluasi Model</i>
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P-Value	$\geq 0,05$	0.69	Good Fit
RMSEA	$\leq 0,1$	0.049	Good Fit
GFI	$\geq 0,90$	0.62	Fit
NNFI	$\geq 0,90$	0.91	Good Fit
SRMR	$\leq 0,1$	0.085	Good Fit
IFI	$\geq 0,90$	0.92	Good Fit
CFI	$\geq 0,90$	0.92	Good Fit
RFI	$\geq 0,90$	0.83	Fit
NFI	$\geq 0,90$	0.9	Good Fit

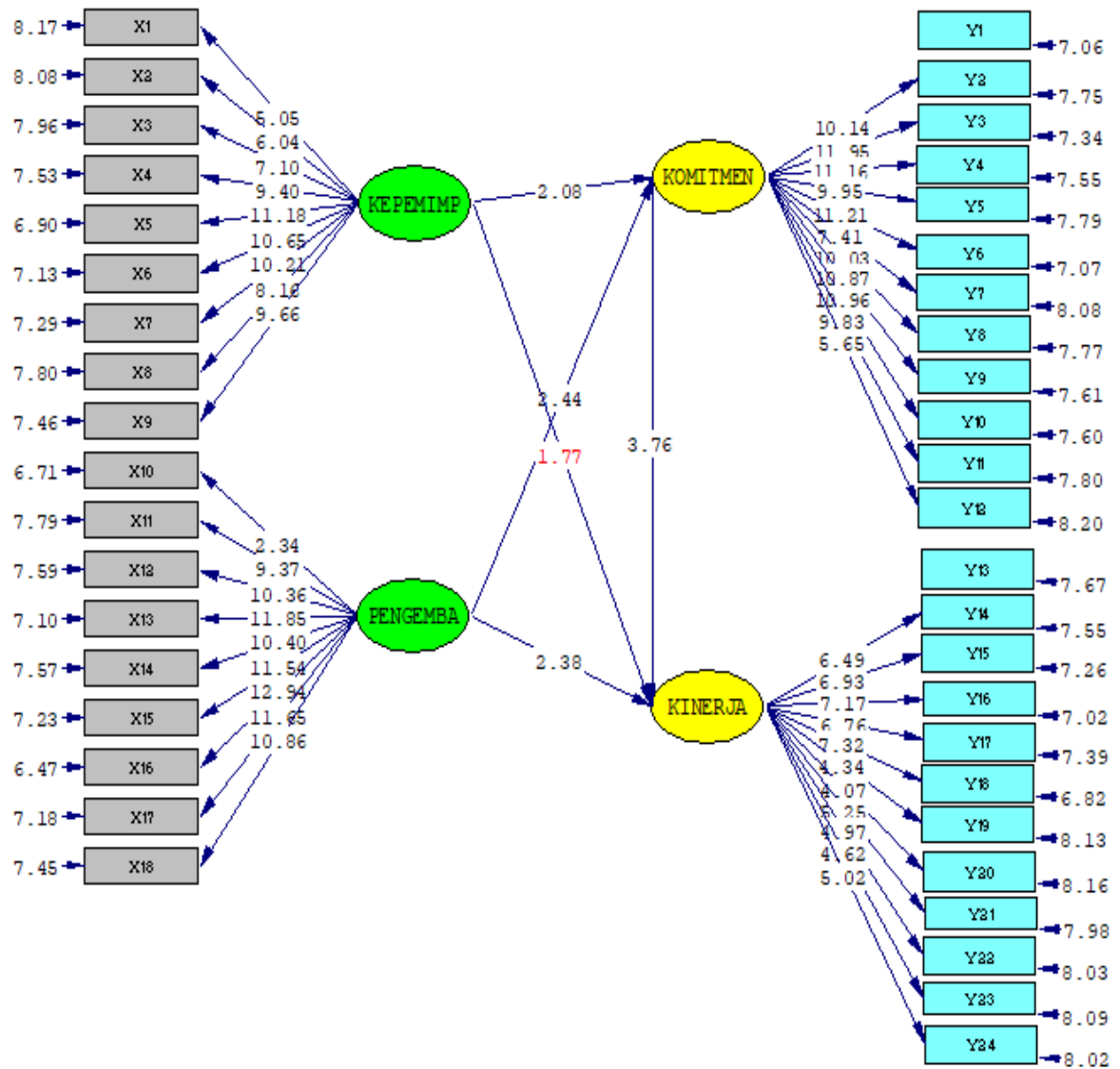
Based on the goodness of fit index result, it can be concluded that the model is good because the overall goodness of fit index criteria are in the good fit category.

Next, a structural model test will be carried out, namely testing the significance of the influence. The image below is the result of the structural equation.



Chi-Square=1405.47, df=811, P-value=0.69898, RMSEA=0.049

Graph 1. Path Analysis



Graph 2. t-value

The Influence of Leadership on Organizational Commitment at PT KAI (Persero) Divre III Palembang. Based on the test results, leadership has a positive and significant effect on organizational commitment at PT KAI (Persero) Divre III Palembang. This study's results are in accordance with [Darmadi's theory \(2018\)](#), which states that one factor that influences organizational commitment is leadership. This study is in line with the research conducted by Kristanti (2018) in her study entitled The Influence of Leadership Style and Job Satisfaction on the Performance of PKWT Employees at PT. Kereta Api Indonesia (Persero) Daop IX Jember with Organizational Commitment as an Intervening Variable, the results showed that leadership had a positive and significant effect on organizational commitment. Based on the findings in the respondents' answers, the following problems occurred: (a) the decision-making ability indicator for the statement "Employees feel that decisions made by management reflect well the situation or conditions in the workplace" as many as 40% of respondents answered disagree



and strongly disagree (TS + STS). This illustrates that there are still employees who feel that decisions made by management do not reflect the situation or conditions in the workplace well. As a result, it has an impact on organizational commitment, namely on the loyalty indicator, where there are employees who feel they do not have high loyalty to PT KAI Divre III Pg, even though there are not many challenges at work. (b) the communication ability indicator for the statement "Employees feel that communication between leaders and their teams is effective and clear" as many as 45.7% of respondents answered disagree and strongly disagree (TS + STS). This illustrates that there are still employees who feel that communication between leaders and their teams is not effective and transparent. As a result, it has an impact on organizational commitment, namely on the happiness indicator at work, where employees feel unappreciated by their superiors and the company, which makes them feel less happy at work. (c) indicators of motivational ability for the statement "Employees feel that their motivation to work well is supported by the leader's attention to their self-development" as many as 40% of respondents answered disagree and strongly disagree (TS + STS). This illustrates that there are still employees who feel that their motivation to work well is not supported by the leader's attention to their self-development. As a result, it has an impact on organizational commitment, namely on the indicator of employee engagement in work where employees feel unattached to the work given by the company. As a practical implication, the researcher suggests paying attention to leadership factors, especially those related to the ability of leaders to make decisions by involving employees when it comes to the work that employees will do, communication delivery and motivating employees need to be improved again so that employees will feel considered by the company and related superiors. If these improvements are made, employees will be encouraged to have a high commitment to the organization, work better, respond faster to work, and always be responsible for the work entrusted to them.

The Influence of Career Development on Organizational Commitment at PT KAI (Persero) Divre III Palembang. Based on the test results, career development has a positive and significant effect on organizational commitment at PT KAI (Persero) Divre III Palembang. This conclusion is drawn from a comprehensive research methodology that involved [specific research methods used and the sample size]. The results of this study are in accordance with the theory according to [Darmadi \(2018\)](#), who stated that one factor that influences organizational commitment is career development culture. This study is in line with the research conducted by Susanto (2024) entitled The Influence of Career Development on Commitment Mediated by Job Satisfaction of Engineers at PT. Kereta Api Indonesia (Persero) Daop 8 Surabaya found that career development has a positive and significant effect on organizational commitment. Based on the findings of the respondent's answers, the following problems occurred: (a) indicator of fair treatment for the statement "Employees feel that the promotion opportunities given at PT KAI Divre III Pg are always fair and transparent," as many as 35.7% of respondents answered disagree and strongly disagree (TS + STS). This illustrates that there are still employees who feel that the promotion opportunities given at PT KAI Divre III Pg are not always fair and transparent. As a result, it has an impact on organizational commitment, namely on the loyalty indicator, where there are employees who feel they do not have high loyalty to PT KAI Divre III Pg, even though there are not many challenges at work. (b) indicator of concern from direct superiors for the statement "Employees feel that their direct superiors pay enough attention to their individual career development" as many as 30% of respondents answered disagree and strongly disagree (TS + STS). This illustrates that there are still employees who feel that their direct superiors do not pay enough attention to their individual career development. As a result,



it has an impact on organizational commitment, namely on the happiness indicator at work, where employees feel unappreciated by their superiors and the company, which makes them feel less happy at work. (c) information indicators about promotion opportunities for the statement "Employees feel they have a clear understanding of how and when they can be considered for promotion within the company," as many as 31.4% of respondents answered disagree and strongly disagree (TS + STS). This illustrates that there are still employees who feel they do not have a clear understanding of how and when they can be considered for promotion within the company. As a result, it has an impact on organizational commitment, namely on the Indicator of employee engagement in work where there are employees who feel unattached to the work given by the company. The researcher suggests paying attention to career development, namely regarding fair treatment in the promotion process, which can be done by making strategic policies regarding the requirements for employee promotion, then regarding the concern of superiors and the provision of information can be given as clearly as possible both in writing and directly so that employees can understand well what is conveyed by the company. If these improvements are made, employees will have a high commitment to the organization and work better, respond faster to work, and always be responsible for the work entrusted to them.

The Influence of Leadership on Employee Performance of PT KAI (Persero) Divre III Palembang. Based on the test results, leadership has no significant effect on the performance of PT KAI (Persero) Divre III Palembang. The results of this study are in accordance with the theory according to [Kasmir \(2016\)](#), which states that one of the factors that influences performance is leadership. This study is in line with the research conducted by Hasana (2023) in his research entitled The Influence of Transformational Leadership Style, Work Motivation and Work Discipline on Employee Performance of PT Kereta Api Indonesia (Persero) Regional Division III Palembang; the results showed that leadership had no significant effect on performance. The reasons why the leadership variable has no significant effect on performance are: first because the elements in the indicators other than those asked by the researcher might affect performance, meaning that in this case, the researcher in conducting the research only took three indicators that were close to the goal in asking questions to respondents because according to the researcher, these indicators are the indicators that best represent or are in accordance with the phenomena and facts when making observations. However, the results obtained by the researcher from the questionnaire that had been distributed and processed actually stated that the leadership variable had no significant effect on performance; this allows that the statement on the indicator used is also less precise or that additional leadership variable indicators are needed. As a practical implication, the researcher suggests paying attention to leadership factors, especially those related to the ability of leaders to make decisions by involving employees when it comes to the work that employees will do, communication delivery and motivating employees need to be improved so that employees will feel considered by the company and their superiors. If these improvements are made, it can improve employee performance where employees will feel motivated by the challenge of achieving better performance, service quality can be improved, and employees will always be responsible and have high initiative in dealing with problems or technical disruptions while carrying out work. Based on the results of testing, the direct influence of leadership on performance is 0.16, while the indirect impact of leadership variables on performance with organizational commitment as an intervening variable is 0.07. This means that organizational commitment does not strengthen the influence of leadership on employee performance. In this case, the leadership variable does



not need to be supported by the intervening variable of organizational commitment because the support of the organizational commitment variable does not strengthen the influence of leadership on employee performance. This statement is based on the results of the questionnaire distribution and responses to the existing statement items indicating that leadership influences employee performance through the intervening variable of organizational commitment with the results of the questionnaire statements from the organizational commitment variable dominated by respondents' answers agreeing and strongly agreeing, however, out of 140 respondents, there were respondents' answers stating that they disagreed and strongly disagreed.

The Influence of Career Development on Employee Performance at PT KAI (Persero) Divre III Palembang. Based on the test results, career development has a positive and significant effect on employee performance at PT KAI (Persero) Divre III Palembang. This illustrates that there are still employees who feel that they are not given a fair opportunity to develop their careers at PT KAI Divre III Pg. As a result, it has an impact on employee performance, namely on the quantity indicator, where employees feel that fluctuations in income achievement from year to year do not provide a motivating challenge to achieve better performance. (b) the Indicator of concern from the immediate superior to the statement "Employees feel encouraged by their superiors to apply for training or other development opportunities" as many as 30.7% of respondents answered disagree and strongly disagree (TS+STS). This illustrates that there are still employees who feel they are not encouraged by their superiors to apply for training or other development opportunities. As a result, it has an impact on employee performance, namely on the quality indicator, where there are employees who feel that the quality of the service they provide is not in accordance with company standards. (c) indicator of information about promotion opportunities to the statement "Employees feel that the information available regarding promotion opportunities helps them understand their career steps better," as many as 33.6% of respondents answered disagree and strongly disagree (TS+STS). This illustrates that there are still employees who feel that there is no information available regarding promotion opportunities that helps them understand their career steps better. As a result, it has an impact on employee performance, namely on the responsibility indicator, where there are employees who feel that the division of tasks in the company is not yet clear and does not match their competencies. As a practical implication, the researcher suggests paying attention to career development, namely regarding fair treatment in the promotion process, which can be done by making strategic policies regarding the requirements for employee promotion, then regarding the concern of superiors and the provision of information can be given as clearly as possible both in writing and directly so that employees can understand well what is conveyed by the company. If these improvements are made, it can improve employee performance where employees will feel motivated by the challenge to achieve better performance, service quality can be improved, and employees will always be responsible and have high initiative in dealing with problems or technical disruptions while carrying out work. Based on the results of testing, the direct influence of career development on performance is 0.21, while the indirect impact of career development variables on performance with organizational commitment as an intervening variable is 0.08. This means that organizational commitment does not strengthen the influence of career development on employee performance. In this case, the career development variable does not need to be supported by the intervening variable of organizational commitment because the support of the organizational commitment variable does not strengthen the influence of career development on employee performance.

The Influence of Organizational Commitment on Employee Performance at PT KAI (Persero)



Divre III Palembang. Based on the test results, organizational commitment has a significant effect on employee performance at PT KAI (Persero) Divre III Palembang. The results of this study are in accordance with the theory according to [Kasmir \(2017\)](#), who said that organizational commitment is one of the factors influencing performance. The research is supported by research conducted by Anugrah (2018) entitled *The Influence of Organizational Commitment on Employee Performance at UPT Crew KA Surabaya City PT.KAI Daop 8 Surabaya Through Motivation as an Intervening Variable*, the results of his research showed that organizational commitment had a significant effect on employee performance. Based on the findings of the respondent's answers, the following problems occurred: (a) a. Indicators of loyalty to the organization regarding the statement "Employees feel they have high loyalty to PT KAI Divre III Pg, even though there are many challenges in their work," as many as 23.6% of respondents answered disagree and strongly disagree (TS+STS). This illustrates that there are still employees who do not feel they have high loyalty to PT KAI Divre III Pg, even though there are many challenges in their work. As a result, it has an impact on employee performance, namely on the quantity indicator, where employees feel that fluctuations in income achievement from year to year do not provide motivating challenges to achieve better performance. (b) Indicators of happiness at work regarding the statement "Employees feel appreciated by their superiors and the company, which makes them feel happier at work," as many as 25.7% of respondents answered disagree and strongly disagree (TS+STS). This illustrates that there are still employees who feel unappreciated by their superiors and the company, which makes them feel less happy at work. As a result, it has an impact on employee performance, namely on the quality indicator, where employees feel that the quality of service they provide is not in accordance with company standards. (c) The Indicator of pride in working in an organization regarding the statement "Employees feel responsible for maintaining the company's image and reputation, even though they sometimes feel pressured by work" as many as 30.7% of respondents answered disagree and strongly disagree (TS+STS). This illustrates that there are still employees who feel they do not have the responsibility to maintain the company's image and reputation, even though they sometimes do not feel pressured by work. As a result, it has an impact on employee performance, namely on the responsibility indicator, where employees feel that the division of tasks in the company is not clear and does not match their competencies. (d) indicator of employee engagement in work regarding the statement "Employees feel bound to work given by the company," as many as 27.9% of respondents answered disagree and strongly disagree (TS+STS). This illustrates that there are still employees who do not feel bound to the work given by the company. As a result, it has an impact on employee performance, namely on the initiative indicator, where employees feel it is not easy to take proactive steps when facing technical problems or emergencies due to ineffective communication between departments. As a practical implication, the researcher suggests paying attention to organizational commitment, especially related to loyalty to the organization, happiness in work, pride, and attachment to work need to be improved again where the leadership needs attention related to providing motivational encouragement or by giving promotions that can help employees be more committed to their work. If these improvements are made, it can improve employee performance where employees will feel motivated by the challenge to achieve better performance, service quality can be improved, and employees will always be responsible and have high initiative in dealing with problems or technical disruptions while carrying out work.

5. Conclusion

It can be concluded that: (a) leadership has a significant effect on the organizational

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commitment of employees of PT KAI (Persero) Divre III Palembang. (b) career development has a significant effect on the organizational commitment of employees of PT KAI (Persero) Divre III Palembang. (c) Leadership has no significant impact on the performance of PT KAI (Persero) Divre III Palembang employees. (d) Career development has a significant effect on the performance of PT KAI (Persero) Divre III Palembang employees. (e) Organizational commitment has a significant impact on the performance of PT KAI (Persero) Divre III Palembang employees. Leadership and Career Development should be improved again because each variable has a good influence on organizational commitment and employee performance. Good leadership can motivate employees, and career development that can improve employee skills and knowledge can improve employee organizational commitment so that high commitment can help employees achieve optimal performance. Regarding Leadership, PT KAI (Persero) Divre III Palembang should pay attention to leadership factors, especially those related to the ability of leaders to make decisions by involving employees in the work that employees will do. Communication delivery and motivation for employees need to be improved so that employees will feel considered by the company and their superiors. Regarding Career Development, PT KAI (Persero) Divre III Palembang should pay attention to career development factors, namely regarding fair treatment in the promotion process, which can be done by making strategic policies regarding the requirements for employee promotion, then regarding the concern of superiors and the provision of information can be provided as clearly as possible, both in writing and directly so that employees can understand well what is conveyed by the company. Regarding Organizational Commitment, PT KAI (Persero) Divre III Palembang should pay attention to organizational commitment factors, especially related to loyalty to the organization, happiness in work, pride, and attachment to work need to be improved again where the leadership's attention is required regarding providing motivational encouragement or by offering promotions that can help employees be more committed to their work. Regarding Leadership and Employee Performance, it is suggested that PT Kereta Api Indonesia (Persero) Divre III Palembang evaluate the indicators in the leadership practices that have been implemented so far. Although the results of the study indicate that leadership does not have a significant effect on performance, based on theory and several other research findings, leadership still has a vital role in driving employee performance. Therefore, improvements can be focused on aspects of decision-making involving employees, improving the quality of leadership communication, and providing continuous motivation. With these efforts, it is hoped that employees will feel appreciated, more motivated, and able to demonstrate more optimal performance individually and as a team.

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