



**THE EFFECT OF TRAINING, ORGANIZATIONAL COMMITMENT, AND
CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE IN
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Abstract

Employee performance is one of the important factors that determine the success of an organization in achieving its goals. This study aims to analyze the effect of training, organizational commitment, and career development on employee performance in various organizations and companies in Semarang City. This study uses a quantitative approach with a survey method. The research sample consisted of 130 employees selected using a purposive sampling technique. Data were collected through a questionnaire with a five-point Likert scale and analyzed using multiple linear regression analysis. The results showed that training, organizational commitment, and career development each had a positive and significant effect on employee performance. In addition, these three variables simultaneously also had a positive and significant effect on employee performance, with the ability to explain 68.5% of employee performance variation. These findings indicate that improving the quality of training programs, strengthening organizational commitment, and providing career development opportunities are strategic factors in improving employee performance. This study concludes that training, organizational commitment, and career development are important determinants that organizations need to pay attention to in order to improve employee effectiveness and productivity.

Keywords: Training, Organizational Commitment, Career Development, Employee Performance



INTRODUCTION

Amidst increasingly dynamic business competition, organizations are required to maintain a sustainable competitive advantage. This advantage is no longer solely determined by the quality of the products or services produced, but also by the organization's ability to effectively manage human resources. Human resources are strategic assets that play a crucial role in supporting the achievement of organizational goals because they possess the knowledge, skills, and ability to adapt to changes in the work environment. Therefore, effective human resource management is a determining factor in organizational success in improving performance and competitiveness. (Armstrong, M., & Taylor, 2023) state that effective human resource management is key to improving individual and organizational performance, thereby creating a sustainable competitive advantage.

One effort that organizations can make to improve the quality of human resources is through the implementation of various effective human resource management practices, such as training, strengthening organizational commitment, and career development. Training, organizational commitment, and career development are three human resource management practices believed to contribute significantly to improving employee performance. Training serves to improve job knowledge and skills, organizational commitment encourages employee engagement and loyalty to the organization, while career development provides opportunities for employees to develop according to their competencies and potential. (Armstrong, M., & Taylor, 2023) explain that human resource management practices that focus on developing employee competencies, engagement, and commitment play a vital role in improving individual and organizational performance. Therefore, training, organizational commitment, and career development are important factors that organizations need to consider in their efforts to improve employee performance.

Training is an organizational investment in improving the quality of human resources. According to Armstrong, M., & Taylor, 2023, training is part of human resource management practices aimed at developing employee competencies so they can meet job demands and support the achievement of organizational goals. The importance of training is increasing along with technological developments, digitalization, and increasing competency demands in various job sectors. According to a report (World Economic Forum, 2025), approximately 59% of the global workforce is estimated to require upskilling and reskilling by 2030 to adapt to changing workplace needs. This situation indicates that organizations need to provide training relevant to the development of required competencies. Through



effective training, employees are expected to be able to improve their competencies so they can carry out their work optimally and produce better performance. However, employee performance is not only influenced by training but also by the level of employee engagement with the organization, which is reflected in organizational commitment.

Besides training, organizational commitment is an important factor that can influence employee performance. According to (Machokoto, 2019), organizational commitment is a relatively persistent force within an individual that drives them to maintain positive engagement and behavior within the organization. Similarly, (Lambert et al., 2020) explain that organizational commitment reflects the level of psychological attachment of employees to the organization, demonstrated through a desire to remain part of the organization and support the achievement of company goals. Organizational commitment plays a crucial role because it encourages employee loyalty, responsibility, and willingness to give their best effort in carrying out their work. Employees with high organizational commitment tend to work more optimally, demonstrate higher levels of loyalty, and have a lower desire to leave the organization. Therefore, organizations need to build employee commitment as an effort to improve the quality of human resources and support the achievement of optimal performance. However, employee performance is not only influenced by organizational commitment, but also by the opportunities the organization provides to employees to develop their competencies and career paths through career development.

Employee performance is also influenced by the opportunities organizations provide employees to grow and develop their potential through career development (Ali et al., 2019). Career development is a series of work experiences and positions held by individuals throughout their working lives that enable increased competence and the achievement of career goals. Similarly, Krisdayani & Kusumayadi (2021) define career development as a process that reflects the advancement of an individual's status and position through a career path planned by the organization. Career development plays a crucial role because it provides employees with opportunities to improve their competence, broaden their work experience, and prepare for greater responsibilities. The importance of career development is also supported by a report (LinkedIn Learning, 2025) which shows that learning and development opportunities are one of the main reasons employees choose to remain in an organization. These findings suggest that organizations need to provide ongoing career development



programs to enable employees to continuously improve their competence. With increased competence and motivation to develop, employees are expected to be able to make greater contributions, thereby improving their performance in supporting the achievement of organizational goals.

Several studies have examined the effects of training, organizational commitment, and career development on employee performance, but the results obtained still show differences in findings. Regarding the training variable, studies by (Albab et al., 2025; Anim, 2024; Hosen et al., 2024; Nurafni et al., 2023) found that training had a positive effect on employee performance. Conversely, (Wahyuni et al., 2022; Yuliyanty et al., 2024) concluded that training had no effect on employee performance. Furthermore, regarding the organizational commitment variable, studies by (Ferijani, n.d.; Hariyonyoto et al., 2019; Hidayat & Graha, 2021; Hosen et al., 2024; Nabhan & Munajat, 2023) show that organizational commitment has a positive effect on employee performance. However, research by Bagis et al., 2021 and Bagis, 2022 found that organizational commitment had no significant effect on employee performance. Regarding career development, research by Hosen et al., 2024; Setyawati et al., 2022; Wau & Purwanto, 2021 concluded that career development had a positive effect on employee performance. Conversely, research by Keltu, 2024; Tahalele et al., 2023; Yusuf, 2020 found that career development had no effect on employee performance. These differences in research results indicate that the relationship between training, organizational commitment, career development, and employee performance is still inconsistent, requiring further testing in different organizational contexts and with different respondent characteristics.

Based on the above description, training, organizational commitment, and career development are factors that play a significant role in improving employee performance. Training contributes to improving competency and work skills, organizational commitment encourages employee loyalty and engagement with the company, while career development provides opportunities for employees to grow and achieve higher career levels. In line with this, (Koopmans et al., 2014) state that employee performance is a work behavior influenced by various individual and organizational factors. Therefore, organizations need to comprehensively consider the various factors that influence employee performance in order to create productive and competitive human resources.

The importance of training, organizational commitment, and career development becomes increasingly relevant when linked to employment conditions in Semarang City. As the capital of Central Java Province, Semarang City is one of the centers of economic growth with a fairly high employment



dynamics. Based on data (Central Statistics Agency of Semarang City, 2025), as many as 65.11% of the workforce in Semarang City works in the formal sector, while 70.17% of them are in the service sector. Furthermore, as many as 73.32% of the workforce in Semarang City is dominated by residents with high school or equivalent education levels up to college.

The presence of small, medium, and large-scale companies contributes to Semarang's heterogeneous workforce, supported by the growth of trade, services, manufacturing, and industrial sectors. High labor mobility increases organizational demands to maintain productivity and sustainable employee performance. Ideally, Semarang's substantial human resource potential should support optimal performance across various sectors. However, this potential does not automatically guarantee maximum performance without effective management of factors influencing employee behavior. A preliminary survey of 30 employees from various companies in Semarang City revealed suboptimal performance indicators. Specifically, 26.7% of respondents reported difficulties in developing work plans and completing tasks within the stipulated timeframe, while 40% frequently complained about unimportant matters at work. These findings indicate a gap between expected and actual employee performance. Moreover, previous studies examining training, organizational commitment, and career development have reported inconsistent findings, while most focused on single organizations. Therefore, this study offers a novel cross-organizational context by integrating these three factors into one empirical model to provide a comprehensive understanding of employee performance among the heterogeneous workforce in Semarang City.

LITERATURE REVIEW

Social Exchange Theory (SET) proposed by Homans (1958) explains that the relationship between individuals and organizations is based on reciprocity. Employees who receive benefits, support, and positive treatment from the organization tend to reciprocate through attitudes and behaviors that benefit the organization. Planer (2019) explains that a positive psychological relationship with the organization can increase employee engagement, commitment, and work behavior. In this study, SET is used to explain the relationship between training, organizational commitment, career development, and employee performance. Training and career development are forms of organizational investment that make employees feel valued, thus encouraging stronger commitment and improved performance as a form of reciprocity.



The Effect of Training on Employee Performance

Training is a series of activities designed to improve employee knowledge, skills, and abilities to meet job demands and increase work effectiveness (Hosen et al., 2024). Training is an important strategy in human resource management because organizations that provide quality training programs will have employees who are more competent, adaptive, and productive in facing changes in the business environment. In addition, training provided continuously can increase employee confidence, motivation, and ability to complete tasks, thus impacting employee performance. Research by (Hosen et al., 2024) found that training and development have a positive and significant effect on employee performance. There are similar results by researchers (Sharfina, 2024) who showed positive results between training and employee performance. Research by (Harjianto et al., 2024) and (Atikah, Zulfa, 2024) also found positive results between training and employee performance. Based on the results of previous research, the formulation of the hypothesis is as follows:

H1: Training has an effect on employee performance

The Influence of Organizational Commitment on Employee Performance

Organizational commitment refers to the extent to which employees feel engaged and committed to the goals and values of the organization (Lambert et al., 2020). Organizational commitment is a crucial factor in improving employee performance because highly committed employees tend to demonstrate greater dedication, involvement, and responsibility in carrying out their work. Employees with strong emotional ties to the organization are motivated to contribute their best, reduce absenteeism, and maintain long-term working relationships (Machokoto, 2019; Mahmood Aziz et al., 2021). Research by (Hosen et al., 2024) found that organizational commitment has a positive and significant effect on employee performance. This finding is supported by research by (Nabhan & Munajat, 2023) which shows a positive influence between organizational commitment and employee performance. Research by (Ferijani, nd; Hidayat & Graha, 2021) also found similar results, namely that organizational commitment has a positive effect on employee performance. Based on the results of previous research, the hypothesis formulation is as follows:

H2: Organizational Commitment Influences Employee Performance

The Influence of Career Development on Employee Performance

Development involves a series of efforts and steps taken by employees and human resource managers to develop employee potential, enabling them to fill higher positions and contribute to the achievement of company goals (Dharmoko et al., 2020). Career development is a crucial aspect for companies because it



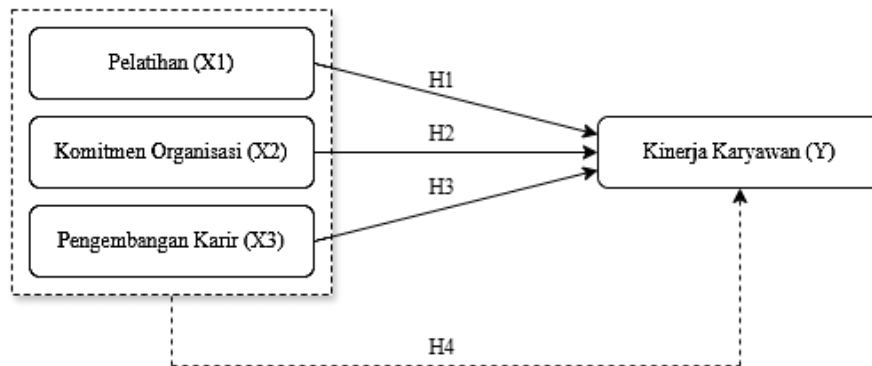
provides employees with opportunities to improve their skills, knowledge, and competencies, enabling them to perform their work more effectively and efficiently. Furthermore, career development opportunities can foster the perception that the company values employees' abilities and contributions, which ultimately can increase their motivation and performance (Nayak & Jena, 2020). Research by (Hosen et al., 2024) found that career development has a positive and significant effect on employee performance. This finding is supported by research by (Setyawati et al., 2022; Wau & Purwanto, 2021) which also showed a positive relationship between career development and employee performance. Based on the results of previous research, the hypothesis formulation is as follows:

H3: Career Development Influences Employee Performance**The Influence of Training, Organizational Commitment, and Career Development on Employee Performance**

Training, organizational commitment, and career development are important factors that can influence employee performance within an organization. Training helps improve employees' knowledge, skills, and abilities to perform their jobs effectively, while organizational commitment encourages employees to demonstrate greater loyalty, dedication, and responsibility towards the organization. Furthermore, career development provides opportunities for employees to improve their competencies and achieve higher career levels, thereby increasing work motivation. Research by (Hosen et al., 2024) shows that training and development, career development, and organizational commitment have a positive and significant relationship with employee work performance in the hospitality industry in Bangladesh. These findings are supported by research by (Harjianto et al., 2024) which found that training significantly influences employee performance, and research by (Nabhan & Munajat, 2023) which shows that organizational commitment positively influences employee performance. Furthermore, research by (Wau & Purwanto, 2021) also found that career development can improve employee performance. Based on the results of previous research, the following hypothesis is formulated:

H4: Training, Organizational Commitment, and Career Development have an impact on Employee Performance

Based on this description, conclusions can be drawn regarding the next framework of thought which is depicted in Figure 1 as follows.

**Figure 1.****Research Framework**

Source: Data processed by the author, 2026

RESEARCH METHOD

This study used a quantitative approach, with respondents from employees working in various organizations or companies in the Semarang City area. The data used were primary data obtained through a questionnaire distributed using a five-point Likert scale.

The sampling technique used non-probability sampling with a purposive sampling method. The respondent criteria for this study were employees who had worked for at least one year in an organization or company located in Semarang City. The sample size was determined based on (Hair, Jr. et al., 2022), which is five times the number of research indicators. With 26 indicators, the research sample size was 130 respondents.

Data were analyzed using IBM SPSS Statistics. The analysis stages included validity testing, reliability testing, and classical assumption testing, including normality testing, multicollinearity testing, heteroscedasticity testing, and autocorrelation testing. Furthermore, multiple linear regression analysis, partial t-tests, simultaneous t-tests, and coefficient of determination (R^2) analyses were conducted to examine the effect of training, organizational commitment, and career development on employee performance.

RESULTS AND DISCUSSION**1. Respondent Characteristics**

The characteristics of the respondents in this study are presented to provide an overview of the profiles of the respondents who served as the research data sources. This information is presented to show the distribution of respondents based on relevant demographic aspects, thereby providing an overview of the



representativeness of the sample used in the study. In this study, respondents were grouped by gender, age, and length of service as characteristics deemed capable of describing the respondents' backgrounds in assessing training, organizational commitment, career development, and employee performance.

a. Respondent Characteristics Based on Gender

Table 1.

Respondent Characteristics Based on Gender

Gender	Amount	Percentage
Man	61	47%
Woman	69	53%
Total	130	100%

Source: Processed primary data

The table shows that of the 130 respondents, 69 (53%) were female and 61 (47%) were male. This composition indicates that female respondents slightly outnumbered male respondents. However, the proportions of both groups were relatively balanced, providing a snapshot of employee perceptions of both genders regarding training, organizational commitment, career development, and employee performance.

b. Respondent Characteristics Based on Age

Table 2.

Respondents Based on Age Level

Age	Amount	Percentage
< 20 Years	3	2%
20–30 Years	81	62%
31–40 Years	31	24%
41–50 Years	13	10%
> 50 Years	2	2%
Total	130	100%

Source: Processed primary data

The respondent profile shows that most participants were aged 20–30 years (62%), followed by those aged 31–40 years (24%) and 41–50 years (10%). Respondents under 20 and over 50 years accounted for 2% each. The dominance of respondents in the productive age group indicates that most participants are in an active career phase and possess sufficient work experience to assess training practices, organizational commitment, career development, and employee performance within their organization.



c. Respondent Characteristics Based on Length of Service

Table 3.

Respondents Based on Length of Service

Working Period	Amount	Percentage
1-5 Years	82	63%
>5 Years	48	37%
Total	130	100%

Source: Processed primary data

The table shows that most respondents have worked for 1–5 years, representing 82 respondents (63%), while 48 respondents (37%) have worked for more than 5 years. This composition indicates that the majority of respondents have sufficient work experience to understand the organization's human resource management policies and practices, including training implementation, organizational commitment, career development, and their impact on employee performance.

2. Classical Assumption Test

a. Normality Test

The normality test in this study used the Kolmogorov-Smirnov (KS) test. In this Kolmogorov-Smirnov (KS) test, residuals are considered normally distributed if the variable's significance level is greater than 0.05. The results of this normality test can be seen in the following table:

Table 4.

Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		130
Normal Parameters ^{a,b}	Mean	.0000000
	Standard Deviation	2.39713286
Most Extreme Differences	Absolute	.073
	Positive	.039
	Negative	-.073
Test Statistics		.073
Asymp. Sig. (2-tailed)		.089 ^c

Source: Researcher Data Processing Results (2026)

Based on the results of the normality test above, the Asymp. Sig (2-tailed) value obtained from the Kolmogorov Smirnov (KS) test is 0.089. This indicates



that the significance level obtained in this test is greater than 0.05 ($0.089 > 0.05$) so it can be concluded that the residuals are normally distributed.

b. Multicollinearity Test

The multicollinearity test aims to examine the relationship between independent variables. If the tolerance value is > 0.1 and the VIF is < 10 , then there is no multicollinearity problem in the regression model.

The results of the multicollinearity test can be seen in the table below:

Table 5.
Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Training (X1)	.452	2,213
	Organizational Commitment (X2)	.479	2,090
	Career Development (X3)	.403	2,484

Source: Researcher Data Processing Results (2026)

The multicollinearity test results indicate that Training, Organizational Commitment, and Career Development have tolerance values of 0.452, 0.479, and 0.403, respectively, while their VIF values are 2.213, 2.090, and 2.484. Since all tolerance values exceed 0.1 and all VIF values are below 10, the model shows no multicollinearity. Therefore, the independent variables do not have excessive correlations and satisfy the multicollinearity assumption required for multiple linear regression analysis.

c. Autocorrelation Test

This test aims to detect the relationship between independent variables. If the tolerance value is > 0.1 and the VIF is < 10 , then there is no multicollinearity problem in the regression model.

Table 6.
Autocorrelation Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.832 ^a	.692	.685	2.42550	1,542

Source: Researcher Data Processing Results (2026)

The autocorrelation test produced a Durbin-Watson value of 1.542, indicating no autocorrelation in the regression model. Thus, the residuals are

independent across observations, satisfying the classical assumption of autocorrelation and confirming that the model is appropriate for multiple linear regression analysis and hypothesis testing.

d. Heteroscedasticity Test

This test is performed using a scatterplot to observe the distribution of residuals. If the points are randomly distributed and do not form a specific pattern, then there are no signs of heteroscedasticity in the model.

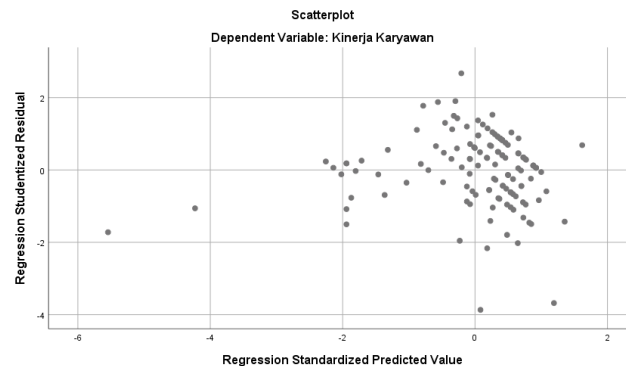


Figure 2.

Heteroscedasticity Test Results

Based on the figure above, it appears that the residual points are randomly distributed around the horizontal line at zero without any discernible pattern. The residual variation appears stable across the range of predicted values, indicating no significant heteroscedasticity in this regression model.

3. Multiple Linear Regression Analysis Test Results

To determine the effect of training (X1), organizational commitment (X2), and career development (X3) on employee performance (Y), multiple regression analysis was used. The goal was to measure the influence of both variables, both partially and simultaneously, and to determine which variable was most dominant in improving employee performance.

Table 7.

Results of Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,715	1,735		2,141	.034
	Training (X1)	.540	.112	.354	4,818	.000
	Organizational Commitment (X2)	.280	.071	.282	3,942	.000



Career Development (X3)	.432	.112	.301	3,862	.000
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Source: Researcher Data Processing Results (2026)

From the results of the multiple linear regression test, a regression equation can be created, namely:

$$Y = 3.715 + 0.540X_1 + 0.280X_2 + 0.432X_3$$

By using the regression equation above, the influence of each variable X on Y can be analyzed, namely:

1. The constant value of 3.715 indicates that if the training, organizational commitment, and career development variables are considered constant or have a value of 0, then the basic value of employee performance is estimated to be 3.715.
2. The value of the regression coefficient X1 is 0.540, this shows that the variable If X1 increases by one unit, Y will increase by 0.540, assuming other variables remain constant.
3. The value of the regression coefficient X2 is 0.280, this shows that the variable If X2 increases by one unit, it will increase Y by 0.280, assuming other variables remain constant.
4. The value of the regression coefficient X3 is 0.432, this shows that the variable If X3 increases by one unit, it will increase Y by 0.432, assuming other variables remain constant.

4. Hypothesis Testing

a. F test

The F test is used to determine whether all independent variables have a simultaneous effect on the dependent variable. This is done by identifying the calculated F value over the table F value. If the calculated F value is greater than the table F value, then there is a simultaneous effect.

Table 8.

Results of Simultaneous Significance Test (F Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1664,957	3	554,986	94,336	.000 ^b
	Residual	741,266	126	5,883		
	Total	2406.223	129			

Source: Researcher Data Processing Results (2026)

The F-test results in the table above obtained an F count of 94.336 with a significance level of 0.000 (less than 0.05). It can be concluded that training,



organizational commitment, and career development simultaneously have a significant effect on employee performance. Thus, the hypothesis is accepted.

b. t-test

The t-test examines the individual influence of independent variables on the dependent variable. Hypothesis decisions are based on a 0.05 significance level. If the significance value is below 0.05, the hypothesis is accepted, indicating a significant effect. Conversely, a value above 0.05 results in hypothesis rejection.

Table 9.
Partial Test Results (t)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,715	1,735		2,141	.034
	Training (X1)	.540	.112	.354	4,818	.000
	Organizational Commitment (X2)	.280	.071	.282	3,942	.000
	Career Development (X3)	.432	.112	.301	3,862	.000

Source: Researcher Data Processing Results (2026)

The table above shows the results of the partial test (T) which can be explained as follows:

1. The results of the partial test show that the significant value of X1 is 0.000, which is smaller than 0.05, so the hypothesis is accepted and it is concluded that Training (X1) has a significant effect on Employee Performance (Y).
2. The results of the partial test show that the significant value of X2 is 0.000, which is smaller than 0.05, so the hypothesis is accepted and it is concluded that Organizational Commitment (X2) has a significant effect on Employee Performance (Y).
3. The results of the partial test show that the significant value of X3 is 0.000, which is smaller than 0.05, so the hypothesis is accepted and it is concluded that Career Development (X3) has a significant effect on Employee Performance (Y).

Discussion

Based on the results of the data analysis, the following are the answers to the research problem formulation:



1. The influence of training on employee performance in the Semarang City area

Based on the results of the hypothesis testing, it was found that training has a positive and significant effect on employee performance in the Semarang City area. This is indicated by a regression coefficient value of 0.540 with a significance level of 0.000 (<0.05). These results indicate that the better the implementation of training provided by the organization, the higher the performance demonstrated by employees. Thus, the first hypothesis (H1), which states that training has an effect on employee performance, is accepted.

The findings of this study align with the Social Exchange Theory proposed by Homans (1958), which explains that when organizations provide support to employees through training, employees will view this as a form of organizational attention and investment in their competency development. As a form of reciprocity, employees are encouraged to make better contributions by improving the quality of their work and performance. Therefore, training not only improves knowledge and skills but also encourages employees to work more effectively in achieving organizational goals.

The results of this study are consistent with those of Harjianto et al., 2024; Hosen et al., 2024, which concluded that training has a positive and significant effect on employee performance. These similar results indicate that training is an effective human resource management strategy for improving work skills, thus impacting employee performance.

2. The Influence of Organizational Commitment on Employee Performance in the Semarang City Area

Based on the results of the hypothesis testing, it was found that organizational commitment has a positive and significant effect on employee performance in the Semarang City area. This is indicated by a regression coefficient value of 0.280 with a significance level of 0.000 (<0.05). These results indicate that the higher the organizational commitment of employees, the higher their performance. Therefore, the second hypothesis (H2) is accepted.

These findings align with Social Exchange Theory, which explains that a reciprocal relationship between an organization and its employees will foster organizational commitment. When employees feel valued, treated fairly, and supported by the organization, they develop a sense of belonging and loyalty to the organization. In return, employees will demonstrate more responsible work behavior, strive to achieve organizational goals, and improve their performance.



The results of this study support research by Hosen et al., 2024; Nabhan & Munajat, 2023, which showed that organizational commitment has a positive and significant influence on employee performance. These findings reinforce the notion that organizational commitment is a crucial factor in increasing employee productivity and work effectiveness.

3. The Influence of Career Development on Employee Performance in the Semarang City Area

Based on the results of the hypothesis testing, it was found that career development has a positive and significant effect on employee performance in the Semarang City area. This is indicated by a regression coefficient value of 0.432 with a significance level of 0.000 (<0.05). These results indicate that the better the career development opportunities provided by the organization, the higher the employee performance. Therefore, the third hypothesis (H3) is accepted.

According to Social Exchange Theory, career development opportunities are a form of organizational investment in employees. When organizations provide opportunities to improve competencies, obtain promotions, or advance their careers, employees perceive that the organization values their potential and contributions. This feeling encourages employees to reciprocate by increasing work enthusiasm, responsibility, and optimal performance.

The results of this study align with those of Ali et al., 2019; Krisdayani & Kusumayadi, 2021, which concluded that career development has a positive and significant impact on employee performance. This suggests that organizations that provide continuous career development opportunities are better able to improve the quality of their human resources and support the achievement of organizational goals.

4. The Effect of Training, Organizational Commitment, and Career Development Simultaneously on Employee Performance in the Semarang City Area

The results of the simultaneous test show that training, organizational commitment, and career development together have a positive and significant effect on employee performance in the Semarang City area. This is indicated by the calculated F value of 94.336 with a significance level of 0.000 (<0.05), so that the fourth hypothesis (H4) is declared accepted. In addition, the Adjusted R Square value of 0.685 indicates that 68.5% of the variation in employee performance can be explained by the three independent variables, while 31.5% is influenced by other factors outside the research model.

These findings reinforce Social Exchange Theory, which explains that organizations that consistently support employees through training, building



organizational commitment, and providing career development opportunities will reap the rewards of improved employee performance. These three human resource management practices complement each other in creating a work environment that enhances employee competence, loyalty, motivation, and productivity.

These results indicate that improved employee performance is not influenced by a single factor, but rather results from a combination of effective training, strong organizational commitment, and adequate career development opportunities. These findings align with research by Sutono & Hidayat (2023), which found that training, career development, and organizational commitment simultaneously influence employee performance. Furthermore, research by Hosen et al. (2024) also showed that training, career development, and organizational commitment collectively have a significant impact on employee performance. These similar findings reinforce the belief that organizations capable of providing quality training programs, fostering strong organizational commitment, and providing clear career development opportunities will be able to optimally improve employee productivity and performance.

CONCLUSION

Based on the results of research on employees working in various organizations and companies in Semarang City, it can be concluded that training, organizational commitment, and career development each have a positive and significant influence on employee performance. These findings indicate that improving the quality of training programs can help employees develop the knowledge and skills needed for their jobs. Furthermore, high organizational commitment encourages employees to demonstrate greater loyalty, involvement, and responsibility towards the organization. Furthermore, the availability of career development opportunities can also increase employee motivation and work enthusiasm, thus impacting performance improvement. Simultaneously, training, organizational commitment, and career development have been shown to have a positive and significant impact on employee performance in Semarang City. The results show that these three variables are able to explain a large portion of the variation in employee performance, indicating that performance improvement is not determined by a single factor, but rather by a combination of various mutually supportive human resource management practices. Therefore, organizations need to optimize training implementation, strengthen organizational commitment, and provide sustainable career development



opportunities to encourage more optimal employee performance and support the achievement of organizational goals.

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