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Effect of Workload, Competency, and Career Development on Employee Performance with Organizational Commitment Intervening Variables

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Keywords

Workload;

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Career Development;

Abstract

This study examines the effect of workload, competence, and career development on employee performance with the intervening variable of organizational commitment. This study is a quantitative study, which has found that workload has a negative effect on organizational commitment and employee performance. Competence has a positive and significant effect on organizational commitment and employee performance. Career development has no effect on organizational commitment but has a positive and significant effect on employee performance. Organizational commitment has a positive and significant effect on employee performance. Organizational commitment mediates the effect of workload and competence on employee performance but does not mediate the influence of career development on employee performance. Career development has no effect on organizational commitment but has a positive and significant effect on employee performance. Organizational commitment has a positive and significant effect on employee performance. Organizational commitment mediates the effect of workload and competence on employee performance but does not mediate the influence of career development on employee performance. Career development has no effect on organizational commitment but has a positive and significant effect on employee performance. Organizational commitment has a positive and significant effect on employee performance. Organizational commitment mediates the effect of workload and competence on employee performance but does not mediate the influence of career development on employee performance.

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1. Introduction

Social Health Insurance Administration Body for Employment (BPJS Ketenagakerjaan) strives to be the best in improving the quality of Indonesian Human Resources (HR) who are superior and experts in their fields. Human resources or employees are a determining factor in moving the company's activities. For this reason, competent employees are needed to work in accordance with their main duties and functions properly.

The performance of BPJS Ketenagakerjaan employees is mostly measured by the performance of employees in the field of marketing as the core unit that expands membership coverage. Especially in terms of recruiting workers throughout Indonesia to become BPJS Employment participants whose welfare is protected, the rest is the performance of the supporting team from the services, finance and IT, and HR sectors.

The productivity of the marketing division has decreased, and the achievement of new workforce participation gains in 2016-2018, as well as the increasing number of claims that come in every day, employees are still required to complete the claim process completely in accordance with the correct procedure, causing employees to systemically and mechanically implement it. There are many obstacles that make the workload of employees increase. The decrease in performance results can be seen as illustrated in table 1 below.

No	Performance Goal Perspective	2016	2017	2018
1	Customer Perspective	62.10%	43.32%	59.12%
2	Internal Process Perspective	8.92%	18.37%	8.45%
3	Growth and Learning Perspective	14.95%	25.68%	12.22%
4	Financial Perspective	19.01%	10.27%	18.48%
	Total	96.06%	97.64%	98%

Source: Internal Data

The highlight of this research is that the researcher wants to highlight the customer perspective and the internal perspective, which is the focus of the research conducted by the researcher. The table above describes the performance of BPJS for employment as a whole, but the researcher wants to take part in services where services are related to customers and internal processes. This is certainly very influential on the performance of employees in the service division. When the performance in the service division is good, it will lead to a good customer perspective, and vice versa when their performance drops, it will make customers give bad perspective feedback. It is as expressed by Maliki (2015).

The workload at BPJS Ketenagakerjaan is based on working conditions, use of working time and targets to be achieved. The high workload at BPJS Ketenagakerjaan is marked by the following, the targets that must be achieved every year in accordance with the RKAT (Annual Budget Activity Plan) to match the work target. Employees work harder every day to find new memberships, both Formal Workers (Wage Recipients) and Informal Workers (Non-Wage Recipients). For example,

Marketing Officer (MO) and Relationship Officer (RO) hold concurrent positions, which cause the number of working hours to be incompatible with the workload they live.

In addition, in the findings of some literature that researchers found regarding the effect of workload on performance. In research conducted by Rindorindo et al. (2019), it was found that workload had an effect on employee performance. Meanwhile, in research conducted by Arifin et al. (2019), it was found that there was no significant effect between workload on employee performance. There is a dispute or research gap in both studies. This makes researchers want to reconfirm the effect of workload on employee performance.

Other factors that affect employee performance are the competence of human resources, and competence also influences the position to achieve optimal performance. In this case, the organization and employees will focus on the match between the competence of the incumbent and the competency profile of the position. Competency targets are targets in the form of knowledge, skills, and behaviours needed by each individual in the organization to achieve the target performance results. The competency targets assessed refer to the Competency Model and Competency Profile of BPJS Ketenagakerjaan. In some aspects, BPJS Ketenagakerjaan. have not received adequate education and training to support their performance. This is illustrated in table 2 below, which states that there are many gaps in employee education and training programs in BPJS Tk.

Table 2
Percentage of BPJS Training Competencies for Tk.

Type of Education and Training	BLDP	Others	ILDP	ALDP
Percentage	25%	64%	8%	3%

Source: BPJS Tk report. 2019

Based on the table above, it can be seen that many types of education and training have not been followed or carried out by BPJS Tk employees. In some literature, it is found that competence has an effect on employee performance, as stated by Risamasu et al. (2018) and Sampunto et al. (2019). However, in other literature, it can be found that competence does not improve Employee Performance, as revealed in the previous research (Kurniasari et al., 2018). There is a dispute or research gap between these studies. This makes researchers want to reconfirm the effect of competence on employee performance.

The competency-based learning and development strategy means that all learning and development programs prepared by BPJS Ketenagakerjaan must be able to achieve the fulfilment of employee competencies according to the demands of their positions, both core competencies, leadership competencies, and technical competencies. Competence is an ability to carry out or do a job that is based on knowledge and skills and is supported by the work attitude required by the job.

Next is based on internal reports on BPJS, it is stated that the competencies possessed by employees in the BPJS Employment Branch Offices have so far been considered to be still uneven, and the number of positions that are not in accordance with the existing competencies as well as several employees with different educational backgrounds in supporting their duties in operational services. This is in accordance with the findings in the field in 2018, which shows that the inappropriate competence of 60 employees affects optimal employee performance and has an impact on KPIs (Brief, 2017).

A system for assessing employee performance targets, both related to the Balanced Scorecard targets and competency targets required by a position within a certain period of time, is used as a

reference for rewards and employee career development programs. As the initial stage of career management, prospective employees who have been appointed as permanent employees are given grades according to their position and educational requirements.

This is illustrated in the picture below, which states that the grade or level of employees/labour at BPJS. Most employee groups are gathered in the 6th and 7th-grade segments. There are problems in career development based on the distribution of these employee groups. This becomes the basis for the problem of improving performance because most employees find it difficult to increase their career level in the company so that it affects their motivation to work optimally (Brief, 2017).

Based on what has been described, the current study is conducted to get scientific answers to questions as stated below. (1) Does workload have a positive effect on the Organizational Commitment of BPJS Ketenagakerjaan employees? (2) Does the Workload have a positive effect on the Performance of BPJS Ketenagakerjaan employees? (3) Does competence affect the Organizational Commitment of BPJS Ketenagakerjaan employees? (4) Does competence affect the Employee Performance of BPJS Ketenagakerjaan employees? (5) Does Organizational Commitment affect the Performance of BPJS Ketenagakerjaan employees? (6) Is Career Development affect the Organizational Commitment of BPJS Ketenagakerjaan employees? (7) Is Career Development affect the Employee Performance BPJS Ketenagakerjaan? (8) Is Organizational Commitment to mediate Effect of Workload on Employee Performance BPJS Ketenagakerjaan? (9) Is Organizational Commitment to mediate the effect of competence on the Performance of BPJS Ketenagakerjaan employees? And (10) Is Organizational Commitment to mediate Effect of Career Development on Employee Performance BPJS Ketenagakerjaan?

2. Materials and Methods

The research method used was a quantitative research method to find the relationship between the independent variables, namely workload (X1), competence (X2), career development (X3) and commitment (Xm) as mediating variables on the variable. The dependent is Employee Performance (Y). The number of samples taken in this study using random techniques and the Slovin formula was 267 respondents. Data was collected through a questionnaire survey technique to respondents, which was conducted online. This study uses the AMOS program to process the data.

3. Results and Discussions

This research used Confirmatory Factor Analysis Covariance Test with the goodness of fit value criteria. The data is said to be fit, and further analysis can be done if all the calculation value criteria meet the goodness of fit criteria, as shown in the following figure.

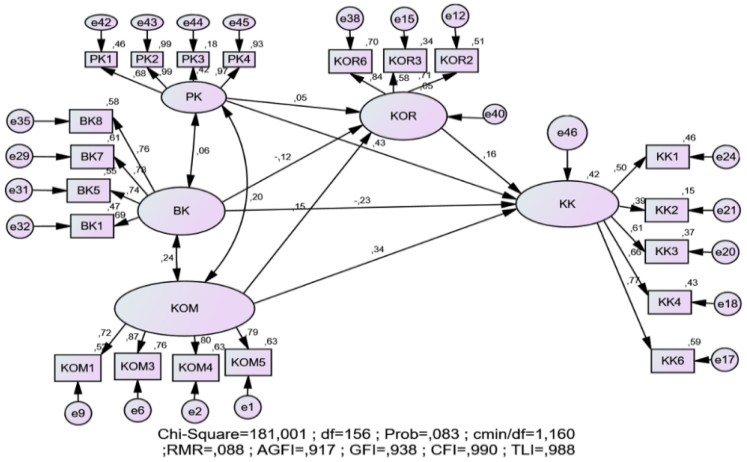


Figure 1
Confirmatory Factor Analysis Covariance
Source: AMOS output data (2020)

A summary of the results of the Confirmatory Factor Analysis output is described in the table below.

Table 3
CFA Test Summary

No.	*Goodness of Fit*	*Cut off Value*	Results Analysis	Evaluation Model
1.	*Chi-Square*	As low as possible	181.001	Fit
2.	Probability	0.05	0.083	Fit
3.	GFI	0.9	0.938	Fit
4.	AGFI	0.8	0.917	Fit
5.	TLI	0.9	0.988	Fit
6.	CFI	0.9	0.990	Fit

Source: AMOS output data (2020)

From the results of the summary analysis above, it can be seen that confirmatory factor analysis (CFA) has met the criteria for the goodness of fit confirmatory factor analysis (CFA). Thus, the predicted fit of the model with the observed values is sufficient to meet the model fit. Because all the criteria in the goodness of fit confirmatory factor analysis (CFA) have been met, the data can be analyzed further.

Hypothesis testing is done by looking at the t-value, which is the critical ratio (CR) value on the regression weight with the provisions if the value is 1.96 and with a probability value less than 0.05 or a *** sign indicating a value less than 0.001 or close to zero, then the research hypothesis in the study can be accepted.

The results of the analysis show that workload affects Organizational Commitment worth -0.124 with a Probability value of 0.035 below 0.05 and a Critical Ratio value of 1.996> 1.96. Then

competence affects Organizational Commitment positively and significantly with a value of 0.157 with a probability value of 0.048 and a CR value of 1.974> 1.96. Then Career_Development does not affect Organizational Commitment significantly with a probability value of 0.435 above 0.05 and a CR value of 0.780 < 1.96. Then workload affects employee_performance negatively and significantly with a probability value of 0.000 below 0.05 and a CR value of 3, 331> 1.96. Then competence affects Employee_Performance positively and significantly worth 0.318 with a probability value of 0.000, far below 0.05 and a CR value of 4.807 > 1.96. Then Career_Development affects Employee_Performance positively and significantly worth 0.450 with a probability value of 0.000, far below 0.05 and a CR value of 6.305 > 1.96. Then Organizational Commitment affects Employee_Performance positively and significantly worth 0.169 with a probability value of 0.028 below 0.05 and a CR value of 2.192 > 1.96.

The indirect effect contained in the study was tested through the mediating variable using the Sobel test. Here is the output of the indirect influence in Sobel:

Table 4
Sobel

Test Name	Test statistics	P-value
Sobel Test	1,96278	0.04967

The results of the analysis from the table above show a number of 1.96278, which is greater than 1.960, and a probability of 0.04967 (below 0.05), so it can be concluded that there is an indirect effect of the KOM variable on the KK variable through the KOR variable.

Test Name	Test statistics	P-value
Sobel Test	0.95097	0.34162

In the Sobel calculation above, the number is 0.95097, which is smaller than 1.960, and the Probability is 0.34162 (more than 0.05), so it can be concluded that there is no indirect effect of the PK variable on the KK variable through the KOR variable.

Test Name	Test statistics	P-value
Sobel Test	2.02717	0.04265

In the Sobel calculation above, the number is 2.02717, which is greater than 1.960, and the Probability is 0.04265 (below 0.05), so it can be concluded that there is an indirect effect of the BK variable on the KK variable through the KOR variable.

Discussion

Effect of Workload on Organizational Commitment

From the test results, the estimation parameter results obtained between workload and organizational commitment with a CR value of 1.996 where the value meets the requirements of CR > 1.96 and the value of Probability = 0.035 also meets the requirements of a significance level of 5% (Prob <0.05). Thus Ha is accepted, and Ho is rejected, the Workload (BK) variable has a negative and significant effect on Organizational Commitment (KOR). It shows that the higher the Workload (BK), the lower the Organizational Commitment (KOR), the higher the organizational commitment.

The facts on the ground explain that the workload of employees is required to a certain degree. Employees who have a proportional workload have a commitment to the BPJS Employment organization. Along with the increasing operational activities of BPJS Ketenagakerjaan, the workload faced by employees also increases. This has an impact on decreasing commitment, as indicated by absenteeism or delays in employees who have excessive burdens. Based on the results of interviews conducted by researchers with BPJS Employment employees, employees have a workload or professional work demands. Employees get a high burden that can occur when employees have to pursue the time specified by the company in processing claim documents for BPJS Ketenagakerjaan participants (Brief, 2019). With high demands or workloads, employees can reduce their commitment to the organization.

A proportional workload is needed in achieving optimal commitment to the BPJS Employment organization in preparing competitive employees. The majority of respondents' working time is spent on communication with the company's PIC, receiving guests & PK/BU visits which in total amount to 53%. Within one month, 53.61% of respondents' time was spent on administrative work and 46.49% on relationship work. Based on internal data, there are variations in job desks and workloads carried out by BPJS Ketenagakerjaan employees. It is starting with external communication with service users to communicate with internal parties. The burdensome thing is that they have additional work to do. On the other hand, the majority of respondents are at low-income levels. If respondents get additional work that is not accompanied by appropriate incentives, it can reduce organizational commitment. Focus on work is also an aspect that must be a concern regarding the workload given. Organizational commitment can be achieved if the workload reaches a certain point, and the opposite can happen if the workload is excessive.

The results of this study are in accordance with the results of the study by Zuraida et al. (2013), who conducted research on the workload on Organizational Commitment to PDAM Magelang City Employees. In this study, it was stated that the workload had a negative and significant effect on the company's organizational commitment. The results of this study are also reinforced byArifin et al. (2019)in research on the workload on organizational commitment. The results state that workload has a significant effect on organizational commitment. This is in line with workload analysis theory which states that workload affects employee commitment, where a certain level of workload is required, and if excessive, it can reduce performance and commitment to the organization. On the other hand, contrary to the results of research by Utami (2019), in research on the workload on organizational commitment stated that workload had no significant effect on organizational commitment. Lia (2017) also stated that there was no significant effect between workload and commitment.

The Effect of Competence on Organizational Commitment

From the test results, the estimation parameter results obtained between competence and organizational commitment with a CR value of 1.974 where the value meets the CR requirements > 1.96 and the Probability value = 0.048 also meets the 5% significance level requirement (Prob 0.048 <0.05). Thus Ha is accepted, and Ho is rejected, the competence variable has a significant influence on the commitment variable as described above. If competence increases, it can increase organizational commitment, especially in BPJS Kindergarten.

The facts on the ground explain that employee competence is needed so that employees reach the peak of engagement which makes them more committed to the organization. Employees who have the competence to make themselves have a contribution, attachment and commitment to the

BPJS Employment organization. Along with the increasing competence of employees, the organizational commitment will also increase. Based on the results of interviews conducted by researchers with BPJS Ketenagakerjaan employees, employees who have competencies according to their job needs can increase organizational commitment. The majority of respondents have an educational background at the Strata 1 and Strata 2 levels. This shows that the respondents have sufficient basic and supporting competencies to do the job. In a short interview, respondents stated that they have a strong desire to continue to develop competencies. This can be due to the age of the majority of respondents being in the range of 20-40 years (70%) with high enthusiasm for learning. Based on the BPJS Employment internal report, it is stated that the competencies possessed by employees at the BPJS Employment Branch Office have so far been considered to support commitment to the organization. The higher the competence possessed, the employee is in a higher position and has a high commitment. In the Human Capital (HCP) Report, BPJS Employment implements HC Improvement, which has an impact on performance and commitment to the organization. HC Improvement is an activity to increase competence through contribution improvement, acceleration of lead time in a service process,

The results of this study are supported by research conducted by Kurniasari et al. (2018), which examines competence on organizational commitment. The results of the study stated that the higher the competence, the higher the organizational commitment. Then supported by researchSampunto et al. (2018) and Purwanto & Soliha (2017), who conducted research on the effect of competence on organizational commitment to land office employees of Demak Regency, stated that competence had a positive effect on organizational commitment. This result is also supported by Markonah & Sunarto (2016) and Saputri & Muhsin (2018). They stated that effect of competence in organizational commitment stated that competence has a positive effect on organizational commitment.

Influence Career Development of Organizational Commitment

From the test results, the estimation parameter results obtained between career development and organizational commitment with a CR value of 0.780 where the value does not meet the requirements of CR > 1.96 and the value of Probability = 0.435 also does not meet the requirements of a significance level of 5% (Prob <0.05). Thus Ha is rejected, and Ho is accepted, the career development variable does not have a significant effect on the commitment variable as described above. This shows that higher or lower career development does not affect organizational commitment, especially in BPJS kindergarten.

Based on organizational commitment theory, Meyer& Allen (1991 .))formulate a definition of organizational commitment as a psychological construct that is characteristic of the relationship between organizational members and their organizations and has implications for individual decisions to continue their membership in the organization. Commitment is the ability and willingness to align personal behavior with the priority needs of employees. In the technical aspect, career development is a need to be committed to the organization.

The facts on the ground explain that employee career development is needed so that the psychological aspects of employees related to their needs are met, on the other hand this does not affect commitment to the organization. Employees who are guaranteed in career development do not necessarily make themselves have contributions, attachments and commitments to the BPJS Employment organization. Based on the results of interviews conducted by researchers with BPJS Employment employees, employees who have career development in accordance with their work needs do not necessarily increase organizational commitment.

Based on internal reports related to grade or level of employees/labor at BPJS Tk. The majority of employee groups are gathered in the 6th and 7th-grade segments. There are problems in career development based on the distribution of employee groups at that level. This becomes the basis for commitment issues that occur at the 6&7 grade level. Employees who find it difficult to advance to the next career level at BPJS Ketenagakerjaan(Brief, 2017). The majority of respondents are in grades 6 & 7 and respondents with an age range of 31-50 years are quite dominant so they are at the peak of their careers in their respective fields.

The results of this study are supported by Irwan et al. (2017) which states that partially career development has no significant effect on performance. On the other hand contrary toPrincess (2018) and Kaseger (2013) which states that career development has a significant effect on performance. ThenSetyanto, et al. (2018) and Kurniawan (2018)who examined the effect of compensation and career development on organizational commitment stated that career development had an effect on employee organizational commitment. Furthermore, in other research conducted by Ramli & Yudhisthira (2018) and Widodo (2017) stated that career development has a positive and significant effect on organizational commitment. Career development that is clear and improved will positively and significantly respond positively to organizational commitment.

Effect of Workload on Employee Performance

From the test results, the estimation parameter results obtained between workload on employee performance with a CR value of 3,331 where the value meets the requirements of CR <1.96 and the value of Probability = *** or 0.000 also meets the requirements of a significance level of 5% (Prob *** <0.05). Thus Ha is accepted and Ho is rejected, the workload variable has a significant influence on employee performance variables as described above. If the workload increases, it will reduce employee performance, especially in BPJS TK.

Facts in the field explain that the workload of employees has an effect on performance. Employees who have a heavy workload feel that their performance is not optimal. Based on the results of a survey conducted on employees of BPJS Tk. related to the workload of employees. Based on the data, additional work is becoming abundant in the workload of employees. This becomes a problem related to performance. The workload at BPJS Ketenagakerjaan is based on working conditions, use of working time, and targets to be achieved. The high workload at BPJS Ketenagakerjaan is indicated by the targets that must be achieved every year in accordance with the Annual Budget Activity Plan (RKAT) to match the work targets, this will reduce employee performance. Employees work harder every day to find new memberships, both Formal Workers (Wage Recipients) and Informal Workers (Non-Wage Recipients). For example, Marketing Officer (MO) and Relationship Officer (RO) who hold concurrent positions which cause the number of working hours to be incompatible with the workload they live. The performance of BPJS Employment branch employees is mostly measured by the performance of the marketing sector as the core unit that expands participation in terms of recruiting workers throughout Indonesia to become BPJS Ketenagakerjaan participants whose welfare is protected, the rest is the performance of the supporting team from the service, finance and IT sectors, and HR. Workloads that are not disproportionate reduce the performance of BPJS Ketenagakerjaan employees. Based on the HC Report (2020), For example, Marketing Officer (MO) and Relationship Officer (RO) who hold concurrent positions which cause the number of working hours to be incompatible with the workload they live. The performance of BPJS Employment branch employees is mostly measured by the performance of the marketing sector as the core unit that expands participation in terms of recruiting workers throughout Indonesia to become BPJS Ketenagakerjaan participants whose

welfare is protected, the rest is the performance of the supporting team from the service, finance and IT sectors, and HR. Workloads that are not disproportionate reduce the performance of BPJS Ketenagakerjaan employees. Based on the HC Report (2020), For example, Marketing Officer (MO) and Relationship Officer (RO) who hold concurrent positions which cause the number of working hours to be incompatible with the workload they live. The performance of BPJS Employment branch employees is mostly measured by the performance of the marketing sector as the core unit that expands participation in terms of recruiting workers throughout Indonesia to become BPJS Ketenagakerjaan participants whose welfare is protected, the rest is the performance of the supporting team from the service, finance and IT sectors, and HR. Workloads that are not disproportionate reduce the performance of BPJS Ketenagakerjaan employees. Based on the HC Report (2020), The performance of BPJS Employment branch employees is mostly measured by the performance of the marketing sector as the core unit that expands participation in terms of recruiting workers throughout Indonesia to become BPJS Ketenagakerjaan participants whose welfare is protected, the rest is the performance of the supporting team from the service, finance and IT sectors, and HR. Workloads that are not disproportionate reduce the performance of BPJS Ketenagakerjaan employees. Based on the HC Report (2020), The performance of BPJS Employment branch employees is mostly measured by the performance of the marketing sector as the core unit that expands participation in terms of recruiting workers throughout Indonesia to become BPJS Ketenagakerjaan participants whose welfare is protected, the rest is the performance of the supporting team from the service, finance and IT sectors, and HR. Workloads that are not disproportionate reduce the performance of BPJS Ketenagakerjaan employees. Based on the HC Report (2020), Workloads that are not disproportionate reduce the performance of BPJS Ketenagakerjaan employees. Based on the HC Report (2020), Workloads that are not disproportionate reduce the performance of BPJS Ketenagakerjaan employees. Based on the HC Report (2020), majority of working time respondent spent on additional work and tasks such as communication with company PIC, receiving guests & PK/BU visits which in total amount to 53%. Within 1 month, 53.61% warespondent's time is spent on administrative work and 46.49% for relationship jobs. On the other hand, based on respondent's demographic data, the majority of respondents are at low income levels, if respondents get additional work that is not accompanied by appropriate incentives, it can reduce employee performance.

These results are in accordance with the research Rindorindo et al. (2019)who conducted research on the workload, work stress on employee performance. In this study it was stated that the workload had a negative and significant effect on employee performance. These findings also contradictRisamasu et al. (2018) and Dhelvia (2018) who conduct research on employee performance is inversely proportional where in the study it is said that workload has a positive and significant effect on employee performance. On the other hand, the findings are different from the research conducted by Junianti (2018)in his research on Workload, Organizational Commitment, and Performance at PT Sinar Sosro in the Mojokerto region stated that workload did not have a significant effect on employee performance. These results are strengthened by researchArifin et al. (2019) in his research on workload on performance stated that workload had a negative and insignificant effect on employee performance.

The Effect of Competence on Employee Performance

From the test results, the estimation parameter results obtained between competence on employee performance with a CR value of 4.807 where the value meets the requirements of CR > 1.96 and the value of Probability = *** also meets the requirements of a significance level of 5%

(Prob ***<0, 05). Thus Ha is accepted and Ho is rejected, the competency variable has a significant influence on the employee performance variable as described above. If the competence increases, it does not necessarily increase the performance of the organization's employees, especially in BPJS Kindergarten.

The facts on the ground explain that intrinsic and extrinsic factors are needed so that employees can show optimal performance. For superior HR, competence can improve optimal performance, on the contrary for lazy HR, competence cannot improve their performance. Respondents feel that the competencies they have are appropriate or support activities at work so that they significantly improve their performance. Along with the increasing competence of employees, of course, the performance of the organization will increase. Based on the results of interviews conducted by researchers with BPJS Ketenagakerjaan employees, the employees already have the competencies according to their job needs so that they can improve performance significantly. In the Human Capital (HCP) Report, BPJS Ketenagakerjaan implements HC Improvement which has an impact on employee performance and performance. HC Improvement is an activity to increase competence through contribution improvement, acceleration of lead time in a service process, cost reduction in operational and supporting activities, the application of new standardizations that have been tested, and better synergy between work departments through joint projects. The implementation of HC Improvement is expected to increase the competence of employees so as to improve their performance. Based on the results of interviews conducted by researchers with BPJS Employment employees, employees who have competencies according to their work needs can improve their performance. The majority of respondents have an educational background at the Strata 1 and Strata 2 levels, This shows that the respondents have sufficient basic and supporting competencies to do the work. In short interviews, respondents stated that they have a strong desire to continue to develop competencies, this can be due to the age of the majority of respondents being in the range of 20-40 years (70%) with a high enthusiasm for learning. In this way, respondents try to get competencies that are in accordance with their fields so that they can support the performance shown in the employee KPIs. In the KPI (2020) report, BPJS Employment views its Human Resources (HR) as one of the key factors for the success of the institution in an effort to achieve its strategic goals. For this reason, the Management Team always manages human resources with the principle of professionalism starting from the stages of recruitment, coaching, development, and management to produce qualified and competent human resources in accordance with their field of duty. The quality of high-performing human resources will certainly have an impact on good organizational performance. In order to improve the quality and professionalism of human resources, management has held various education and training programs, as well as management and development of competencies.

The results of this study are in accordance withMarkonah & Sunarto (2016), Saputri & Muhsin (2018) and Dhelvia (2018)who conducted research on the performance of PT BCA Finance employees with competency determinants stated that competence had a positive and significant effect on employee performance. Then it is not in accordance with the researchSampunto et al. (2018) and Risamasu et al. (2018)in research on competence, workload, work stress, and performance of employees of PT Pelindo IV Jayapura Branch which states that competence has a positive and significant effect on employee performance. Then the results of these findings are in accordance with research conducted byPurwanto & Soliha (2017). On the other hand, the results of this study are not in accordance with the researchKurniasari et al. (2018) which examines competence on employee performance mediated by organizational commitment has the result that the higher the competence of nurses does not significantly improve the performance of nurses.

From the test results, the estimation parameter results obtained between career development and employee performance with a CR value of 6.305 where the value meets the requirements of CR > 1.96 and the value of Probability = *** also meets the requirements of a significance level of 5% (Prob ***<0 ,05). Thus Ha is accepted and Ho is rejected, career development variables have a significant influence on employee performance variables as described above. If career development increases, it can improve the performance of organizational employees, especially in BPJS Kindergarten.

The facts on the ground explain that employee career development is needed so that the psychological aspects of employees related to their needs are met and make them further improve their performance. Employees who are guaranteed in career development make employees improve their performance. Along with the increasing career development of employees, the performance of employees will also increase. Based on the results of interviews conducted by researchers with BPJS Employment respondents, employees who have career development in accordance with their work needs can improve HR performance in accordance with the KPI or indicators used. The majority of respondents are in the age range of 31-40 years and have a strata-1 educational background, respondents who are in this condition want career development so that their performance increases. BPJS Ketenagakerjaan through the policy of the Board of Directors encourages all levels of employees to continuously improve their quality by participating in self-help programs, both internally and externally. This is so that every employee can be better prepared in career advancement and work professionalism. Self-development programs, which are ongoing education and training programs, as detailed in the Employee Self-Development Program, consist of: career development programs; scholarships and certification programs; refresher development program; assessment center; independent learning (self study); and program achievements. Based on internal reports related to employee career development/labor at BPJS Tk. The majority of employee groups are gathered in the grade 6 and 7 segments. At this level, employees have optimal performance. A system for assessing employee performance targets, both related to the Balanced Scorecard target required by a career position within a certain period of time, is used as a reference for awards and employee career development programs. As the initial stage of career management, prospective employees who have been appointed as permanent employees are given grades according to their position and educational requirements. Increasing employee career development can improve employee performance. BPJS Ketenagakerjaan has also implemented several work programs that support efforts to develop the career and capacity of its employees. The work program includes: a) Establishment of LSP BPJS Employment, b) Establishment of Assessment Center Tools, c) Design of the BPJS Employment Development Program and Analysis of Learning Needs for the BPJS Employment Development Program. d) Formulation of Talent Competency Development Concept. e) Publishing Social Security Journal by involving external and internal contributors f) Partnership between institutions in the context of joint learning. g) Providing domestic scholarships.

The results of this study are supported by previous research conducted by Princess (2018) and Kaseger (2013)which states that career development has a significant effect on performance. This research is also supported byKurniawan et al. (2018) and Setyanto et al. (2018)who examined the effect of training and career development on employee performance stated that career development had an effect on employee performance. Further in other researchRamli & Yudhisthira (2018) said that career development has a positive and significant effect on employee performance. Wiyani & Rahardjo (2015)in his research on the determinants of employee performance with motivation, career development, and organizational commitment as independent variables stated that career

development has a positive and significant effect on employee performance. The results of this study are also supported by research conducted byShaputra & Hendriani (2015)who conducted research on employee performance at PT Bank Rakyat Indonesia Pekanbaru Regional Office which stated that organizational commitment had a positive effect on employee performance. On the other hand contrary toIrwan et al. (2018) states that partially career development has no significant effect on performance.

The Effect of Organizational Commitment on Employee Performance

From the test results, the estimation parameter results obtained between organizational commitment to employee performance with a CR value of 2.192 where the value meets the requirements of CR > 1.96 and the value of Probability = 0.028 also meets the requirements of a significance level of 5% (Prob 0.028 <0.05). Thus Ha is accepted and Ho is rejected, the commitment variable has a significant effect on the employee performance variable as described above. If the commitment increases, it can improve the performance of the organization's employees, especially in BPJS Kindergarten.

The results of this study are in accordance with the researchArifin et al. (2019)in research on workload and competence on performance through organizational commitment stated that organizational commitment has a positive and significant effect on employee performance. The results of this study are also supported by research conducted by Ramli & Yudhisthira (2018)which states that organizational commitment has a positive effect on performance. Furthermore, in research and Saputri & Muhsin (2018)which states that organizational commitment has a positive and significant effect on employee performance. The results of this study are supported by researchKurniasari et al. (2018) and Sampunto et al. (2018), Hendrawan & Wahyuni (2016), who conclude that Employee Performance is influenced by Organizational Commitment.

Organizational Commitment Mediates the Effect of Workload on Employee Performance.

With a 95% bias-corrected confidence interval giving a Sobel test result of 2.02717, which is greater than 1.960 and a probability of 0.04265 (below 0.05) so it can be concluded that there is an indirect effect of the BK variable on the KK variable through the KOR variable. Based on the theory of performance inHafiz (2017), Hubeis (2007) explained that employee performance is influenced by employee intrinsic and extrinsic factors. Employee performance is a result achieved by the employee in his work according to certain criteria that apply to a particular job. One of the intrinsic factors is commitment and workload.

The results of this study are supported by research conducted by Zuraida et al. (2013), who conducted research on the workload on Organizational Commitment to PDAM Magelang City Employees. In this study, it was stated that the workload had a positive and significant effect on the company's organizational commitment. Arifin et al. (2019), in research on workload on organizational commitment, also stated that workload has a positive and significant effect on organizational commitment. Then the results of this study are in accordance with the research conducted by Utami et al. (2019)in research on workload and competence on performance through organizational commitment stated that organizational commitment has a positive and significant effect on employee performance. In addition, it is also in accordance with Ramli & Yudhisthira (2018)and which states that organizational commitment has a positive effect on performance. Next, in the research of Kurniawan et al. (2018), who examined the effect of training, career development, and organizational commitment on employee performance, also found that organizational commitment had an effect on employee performance. Similar findings were found in the results of

the study conducted by Setyanto et.al. (2018), which states that organizational commitment has a positive and significant effect on employee performance. The results of this study are supported by the research of Kurniasari et al. (2018) and Sampunto et al. (2019). They conclude that Employee Performance is influenced by Organizational Commitment. The results of the study are also corroborated by the results of the study of Hendrawan & Wahyuni (2016). They stated that organizational commitment has a positive and significant effect on employee performance.

Influence Organizational Commitment Mediates Competence on Employee Performance.

With a bias-corrected confidence interval of 95%, it gives a Sobel test result of 1.96278 which is greater than 1.960 and a probability of 0.04967 (below 0.05) so it can be concluded that there is an indirect effect of the KOM variable on the KK variable through the KOR variable. KOR indirectly mediates the effect of KOM on KK. Based on performance theory in Hafiz (2017)explained that employee performance is influenced by employee intrinsic and extrinsic factors. Employee performance is a result achieved by the employee in his work according to certain criteria that apply to a particular job. One of the intrinsic factors is commitment and competence.

The results of this study are in accordance with the research of Kurniasari et al. (2018, which examines competence on organizational commitment. The results of the study stated that the higher the competence, the higher the organizational commitment. Then supported by Markonah & Sunarto (2016) and Saputri and Muhsin (2018) in their research on the effect of competence on organizational commitment stated that competence has a positive effect on organizational commitment. The results of this study are supportedRamli & Yudhisthira (2018), which states that organizational commitment has a positive effect on performance. Next in researchKurniawan et al. (2018) who examined the effect of training, career development, and organizational commitment on employee performance also found that organizational commitment had an effect on employee performance. Similar findings were found in the results of the studySetyanto et al. (2018) which states that organizational commitment has a positive and significant effect on employee performance.

Influence Mediating Organizational Commitment Career development on Employee Performance.

With a bias-corrected confidence interval of 95%, it gives a Sobel test result of 0.95097 which is smaller than 1.960 and a probability of 0.34162 (more than 0.05) so that it can be concluded that there is no indirect effect of the PK variable on the KK variable through the KOR variable. KOR does not indirectly mediate the influence of PK on KK.

The facts on the ground explain that employee career development is needed so that the psychological aspects of employees related to their needs are met. On the other hand, this does not affect commitment to the organization. Employees who are guaranteed in career development do not necessarily make themselves have contributions, attachments and commitments to the BPJS Employment organization. Based on the results of interviews conducted by researchers with BPJS Employment employees, employees who have career development in accordance with their work needs do not necessarily increase organizational commitment. Based on internal reports related to grade or level of employees/labor at BPJS Tk. The majority of employee groups are gathered in the grade 6 and 7 segments. There is a problem with career development based on the distribution of employee groups at that level. This becomes the basis for commitment issues that occur at the 6&7 grade level. Employees who find it difficult to advance to the next career level at BPJS Ketenagakerjaan(Brief, 2017). The majority of respondents are in grades 6 & 7 and respondents

with an age range of 31-50 years are quite dominant so they are at the peak of their careers in their respective fields.

The results of this study are supported by Irwan (2018) which states that partially career development has no significant effect on performance. Purwanto & Soliha (2017)who conducted research on the determinants of the performance of health workers in Pekalongan district, the results explained that organizational commitment had no effect on performance. On the other hand contrary to Princess (2018) and Kaseger (2013) which states that career development has a significant effect on performance. Further research by Ramli & Yudhisthira (2018) and Sarido & Soliha (2016) states that organizational commitment has a positive effect on performance. In research conducted by Kurniawan et al. (2018) and Setyanto et al. (2018), who examined the effect of training, career development, and organizational commitment on employee performance, also found that organizational commitment had an effect on employee performance.

4. Conclusion

The conclusions of this study include; Workload variable has a significant negative effect on the Organizational Commitment variable. This means that if the Workload increases, it will decrease Organizational Commitment. Competence variable has a positive and significant effect on Organizational Commitment Variable. This means that if the competence is getting better, it will affect the increase in Organizational Commitment significantly. Career Development variable has no effect on Organizational Commitment variable. This means that if Career Development increases, it does not necessarily increase Organizational Commitment significantly. Workload variable has a significant negative effect on employee performance. This means that if the workload increases, it will reduce employee performance significantly. Competency variable has a positive and significant effect on employee performance. This means that if the competence is getting better, it will affect the increase in employee performance significantly.

Next, career Development variable has a positive and significant effect on Employee Performance. This means that if Career Development increases, it will increase Employee Performance. Organizational Commitment variable has a positive and significant effect on Employee Performance. This means that if Organizational Commitment increases, it will increase Employee Performance. Organizational commitment mediates the influence of workload and employee performance. Organizational commitment mediates the influence of competence and employee performance. Organizational commitment does not mediate the effect of Career Development and employee performance. Organizational commitment mediates the influence of competence and employee performance. Organizational commitment does not mediate the effect of Career Development and employee performance. Organizational commitment mediates the influence of competence and employee performance. Organizational commitment does not mediate the effect of Career Development and employee performance.

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