ABSTRACT

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This study aims to investigate the influence of Training & Development (T&D), Career Development (CD), and Collectivism-based Organizational Culture (COC) on Organizational Commitment (OC) and Work Performance (WP) at the Communication and Informatics Agency (Kominfo) of South Tangerang City. The respondents consist of 66 individuals, the majority of whom are female (56.9%), within the productive age range (25–40 years old), and have a medium-length tenure (4–12 years), reflecting a workforce profile with strong potential to support digital transformation and public service. This study employs a quantitative approach. The sample size was determined using the G*Power 3.1.9.4 software, and the sampling method applied is non-probability sampling with a purposive sampling technique. The descriptive analysis results indicate that respondents have a positive perception of T&D, CD, COC, OC, and WP, with a focus on skill development, group support, and individual contributions to the organization's shared goals. This research utilizes the PLS-SEM method to assess validity, reliability, and the relationships between variables. The analysis results show that all indicators meet the criteria for adequate validity and reliability. The inner model analysis reveals that T&D and COC have a positive influence on OC, while CD has a positive influence on WP. Moreover, Organizational Commitment mediates the relationship between T&D, COC, and WP, but it does not mediate the relationship between CD and WP. Based on the results of the Importance-Performance Matrix Analysis (IPMA), the main recommendation is to enhance T&D programs, as they show relatively low performance despite being of high importance, whereas CD and OC have already demonstrated good performance. These findings highlight the need for more consistent training programs to support optimal work performance.

Keywords: Training & Development, Career Development, Organizational Commitment, Work Performance, Collectivism- based Organizational Culture.

ABSTRAK

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Penelitian ini bertujuan untuk menyelidiki pengaruh *Training & Development* (T&D), *Career Development* (CD), dan *Collectivism- based Organizational Culture* (COC) terhadap *Organizational Commitment* (OC) dan *Work Performance* (WP) di Dinas Komunikasi dan Informatika (Kominfo) Kota Tangerang Selatan. Responden berjumlah 66, mayoritas berjenis kelamin wanita (56,9%), berusia produktif (25–40 tahun), dengan masa kerja menengah (4–12 tahun), mencerminkan profil tenaga kerja yang potensial dalam mendukung transformasi digital dan pelayanan publik. Pendekatan pada penelitian ini adalah kuantitatif, penentuan jumlah sampel menggunakan perangkat lunak G*Power 3.1.9.4, pengambilan sampel adalah *non-probability sampling*, teknik yang diterapkan adalah *purposive sampling*. Hasil analisis deskriptif menunjukkan bahwa responden memiliki pandangan positif terhadap TD, CD, COC, OC, dan WP, dengan fokus pada pengembangan keterampilan, dukungan kelompok, serta kontribusi individu terhadap tujuan bersama organisasi. Penelitian ini menggunakan metode PLS-SEM untuk menguji validitas, reliabilitas, dan hubungan antar variabel. Hasil analisis menunjukkan bahwa semua indikator memenuhi kriteria validitas dan reliabilitas yang memadai. Analisis model inner menunjukkan bahwa TD dan COC berpengaruh positif terhadap OC, sementara CD berpengaruh positif terhadap WP. *Organizational Commitment* memediasi hubungan antara TD, COC, dan WP, namun tidak memediasi hubungan antara CD dan WP. Berdasarkan hasil *Importance-Performance Matrix Analysis* (IPMA), rekomendasi utama adalah meningkatkan program TD yang masih memiliki kinerja rendah meskipun penting, sedangkan CD dan OC sudah menunjukkan kinerja baik. Temuan ini menekankan perlunya pengembangan program pelatihan yang lebih konsisten untuk mendukung kinerja yang lebih optimal.

Kata kunci: *Training & Development, Career Development, Organizational Commitment, Work Performance, Collectivism- based Organizational Culture*