

The Influence of Career Development and Perceived Organizational Support on Subjective Career Success: The Mediating Role of Career Commitment

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Abstract

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Enhancing subjective career success is a crucial factor in achieving individual goals and success within organizations. This study aims to examine the influence of career development and perceived organizational support on subjective career success, with career commitment acting as a mediating variable. The population of this study comprises employees of the Standardization and Industrial Services Center (BSPJI) in Padang. A census sampling technique was employed, involving the entire population of 73 employees. Data analysis was conducted using Structural Equation Modeling (SEM) with the assistance of SmartPLS software. The findings indicate that perceived organizational support has a positive and significant effect on subjective career success. In contrast, career development, while exhibiting a positive relationship, does not have a statistically significant effect. Furthermore, career commitment is proven to mediate the relationship between perceived organizational support and subjective career success. However, it does not mediate the relationship between career development and subjective career success.

Keywords: Career Development; Perceived Organizational Support; Career Commitment; Subjective Career Success

INTRODUCTION

In the world of modern organizations, career success is no longer interpreted only as achieving high positions or large incomes, but also as feelings of satisfaction, meaning, and personal achievement in the career path that individuals choose (Shockley et al., 2016). This dimension is known as *subjective* career success, which is a form of career success seen from the perspective of the individual himself (Ingarianti et al., 2020).

According to Schworm (2020), subjective career success reflects a personal evaluation of career progress based on personal values, goals, and satisfaction. Gattiker and Larwood in Shockley et al. (2016) describe five main dimensions of subjective career success: occupational, interpersonal, financial, hierarchical, and overall life success.

Greenhaus, Parasuraman, and Wormley (1990) state that subjective career satisfaction is

important to support employees' psychological well-being. In line with that, Fridayanti et al. (2022) emphasized the importance of personal standards in evaluating careers, especially in the era of *boundaryless* careers that are increasingly flexible and independent (Wang & Chen, 2022).

In this context, career development becomes a strategic instrument that organizations can use to help individuals achieve their career goals. Career development is defined as a systematic process aimed at developing individual potential through training, education, and clear promotion paths (Werther & Davis, 1996; Martins et al., 2024). Pearson and Ananthram (2008) added that career development is not only formal, but also informal, including mentoring, job rotation, and self-development.

However, organizational support for individual careers is also crucial. Eisenberger et al. (1986) introduced the concept of *perceived organizational support* (POS) as the extent to which employees believe that the organization values their contributions and cares about their well-being. Stinglhamber and Caesens (2020) later developed an understanding that POS includes intrinsic values such as social rewards and personal growth, as well as extrinsic values such as status and compensation.

Strong organizational support, whether through recognition, training, or career direction clarity, has been shown to increase employees' loyalty, job satisfaction, and perceptions of their career success (Van den Broeck et al., 2014; Yasin et al., 2024). Choi and Chiu (2017) also confirmed that perceived organizational support has a significant impact on career commitment and individual subjective success.

Career commitment itself is an important variable that acts as a mediator in the relationship between career development, organizational support, and subjective career success. Sultana and Aldehayyat (2018) define career commitment as an individual's emotional attachment to the chosen career path. This commitment will encourage individuals to endure challenges, and actively contribute to achieving career goals (Ingarianti & Purwono, 2019).

In a study conducted in the Balai Standardization dan Pelayanan Jasa Industri (BSPJI) Padang, it was found that despite career development programs and various forms of organizational support, many employees do not feel successful in their careers. This is due to the lack of formal recognition, lack of relevant training, and unclear promotion paths.

This phenomenon is reinforced by interviews with BSPJI employees, who revealed limitations in the career development system and inconsistencies in providing organizational support. In addition, the implementation of PANRB Regulation No. 7 of 2022 concerning equalization of positions is also a factor that creates career uncertainty (Roza et al., 2024).

This research takes the approach of *Self-Determination Theory* (Ryan, 2023) which emphasizes the importance of fulfilling psychological needs to achieve optimal motivation and well-being. Thus, it is important to evaluate how career development and perceived organizational support can enhance career commitment and, ultimately, subjective career success of employees in a bureaucratic environment.

Based on this background, the objectives of this study are to examine the influence of career development and perceived organizational support on subjective career success, as well as to investigate their impact on career commitment. Furthermore, the study aims to assess the effect of career commitment on subjective career success and to explore the mediating role of career commitment in the relationship between career development, perceived organizational support, and subjective career success. This research is expected to provide theoretical contributions in the development of career management literature as well as practical implications for human resource management, especially in formulating career development policies and increasing organizational support oriented towards employee career success.

METHODS

This study employs a quantitative approach to analyze numerical data with the aim of examining the significant effects among independent, mediating, and dependent variables, as well as understanding the relationships between these variables. Hypothesis testing is used to determine whether there are specific relationships, differences between groups, or independence between two variables within the context being studied (Sekaran & Bougie, 2016).

The study was conducted on employees of the Standardization and Industrial Services Center (BSPJI) Padang, an institution that plays a critical role in the industrial sector. The population consisted of all employees working at BSPJI Padang, totaling 73 individuals across various positions within the organization. Given the relatively small population size, the study adopted a census sampling method, in which the entire population was included as the sample. This approach aligns with research principles that recommend using the entire population as the sample when the population size is fewer than 100 individuals (Sugiyono, 2019). Consequently, all 73 employees of BSPJI Padang were involved as respondents in this study.

The data collected from the respondents were analyzed using Structural Equation Modeling - Partial Least Squares (SEM-PLS), chosen for its capability to handle complex models, including mediating and moderating effects, and its ability to account for measurement errors in examining relationships among variables. The SEM-PLS analysis was carried out in two stages: the evaluation of the measurement model (outer model) and the structural model (inner model). This analysis was conducted using SmartPLS version 4.0 software.

In addition, descriptive analysis was conducted using a questionnaire distributed to respondents to capture their perceptions of the variables under investigation. The collected data were analyzed using Microsoft Excel to calculate the mean scores for each statement. The results of the descriptive analysis were categorized based on a five-point Likert scale, with the following intervals: 1.00-1.80 (Very Low), 1.81-2.60 (Low), 2.61-3.40 (Moderate), 3.41-4.20 (High), and 4.21-5.00 (Very High), as suggested by Sekaran & Bougie (2016).

RESULTS AND DISCUSSION

Table 1
Outer Loading Result

	Subjective Career Success (Y)	Career Development (X1)	Perceived Organizational Support (X2)	Career Commitment (Z)
KKS 1	0,820			
KKS 2	0,794			
KKS 3	0,846			
KKS 4	0,743			
KKS 5	0,779			
KKS 6	0,803			
KKS 7	0,815			
KKS 8	0,793			
KKS 9	0,747			
KKS 10	0,835			
KKS 11	0,817			
KKS 12	0,793			
KKS 13	0,752			
KKS 14	0,781			
KKS 15	0,818			
KKS 16	0,817			
KKS 17	0,758			
KKS 18	0,797			
KKS 19	0,792			
KKS 20	0,743			
PK 1		0,702		
PK 2		0,754		
PK 3		0,863		
PK 4		0,790		
PK 5		0,809		
PK 6		0,703		
PK 7		0,798		
PK 8		0,790		
PK 9		0,754		
PK 10		0,759		
PDO 1			0,764	
PDO 2			0,754	
PDO 3			0,738	
PDO 4			0,802	
PDO 5			0,785	
PDO 6			0,780	

PDO 7			0,859	
PDO 8			0,858	
PDO 9			0,840	
PDO 10			0,826	
PDO 11			0,779	
PDO 12			0,724	
PDO 13			0,708	
PDO 14			0,738	
PDO 15			0,753	
PDO 16			0,748	
PDO 17			0,742	
PDO 18			0,722	
KK 1				0,802
KK 2				0,818
KK 3				0,809
KK 4				0,768
KK 5				0,806
KK 6				0,802
KK 7				0,831
KK 8				0,752
KK 9				0,739
KK 10				0,702
KK 11				0,730
KK 12				0,789
KK 13				0,742
KK 14				0,769
KK 15				0,794
KK 16				0,792
KK 17				0,752

Source: SmartPLS Primary Data Processing 2025

Table 2
Average Variance Extracted (AVE)

Variables	Average Variance Extracted (AVE)
Subjective Career Success (Y)	0,629
Career Development (X1)	0,599
Perceived Organizational Support (X2)	0,600
Career Commitment (Z)	0,604

Source: SmartPLS Primary Data Processing 2025

Table 3
Cross Loading Result

	KKS (Y)	PK (X1)	PDO (X2)	KK (Z)
KKS 1	0,820	0,415	0,390	0,510
KKS 2	0,794	0,277	0,392	0,519
KKS 3	0,846	0,284	0,400	0,491
KKS 4	0,743	0,300	0,384	0,537
KKS 5	0,779	0,194	0,290	0,514
KKS 6	0,803	0,272	0,417	0,626
KKS 7	0,815	0,244	0,248	0,447
KKS 8	0,793	0,308	0,445	0,584
KKS 9	0,747	0,242	0,249	0,484
KKS 10	0,835	0,341	0,282	0,508

KKS 11	0,817	0,250	0,213	0,421
KKS 12	0,793	0,390	0,175	0,482
KKS 13	0,752	0,264	0,374	0,489
KKS 14	0,781	0,096	0,283	0,457
	KKS (Y)	PK (X1)	PDO (X2)	KK (Z)
KKS 15	0,818	0,046	0,356	0,615
KKS 16	0,817	0,297	0,311	0,532
KKS 17	0,758	0,313	0,363	0,552
KKS 18	0,797	0,063	0,368	0,602
KKS 19	0,792	0,174	0,237	0,409
KKS 20	0,743	0,090	0,267	0,357
PK 1	0,150	0,702	0,149	0,365
PK 2	0,078	0,754	0,231	0,209
PK 3	0,291	0,863	0,391	0,490
PK 4	0,144	0,790	0,151	0,313
PK 5	0,163	0,809	0,177	0,381
PK 6	0,126	0,703	0,186	0,285
PK 7	0,417	0,798	0,418	0,452
PK 8	0,144	0,790	0,151	0,313
PK 9	0,343	0,754	0,313	0,440
PK 10	0,247	0,759	0,308	0,370
PDO 1	0,221	0,123	0,764	0,390
PDO 2	0,183	0,195	0,754	0,312
PDO 3	0,330	0,077	0,738	0,378
PDO 4	0,353	0,385	0,802	0,410
PDO 5	0,393	0,450	0,785	0,486
PDO 6	0,456	0,367	0,780	0,470
PDO 7	0,403	0,353	0,859	0,426
PDO 8	0,328	0,265	0,858	0,383
PDO 9	0,335	0,345	0,840	0,391
PDO 10	0,285	0,211	0,826	0,375
PDO 11	0,366	0,155	0,779	0,524
PDO 12	0,359	0,137	0,724	0,414
PDO 13	0,226	0,251	0,708	0,301
PDO 14	0,191	0,301	0,738	0,284
PDO 15	0,278	0,392	0,753	0,301
PDO 16	0,252	0,340	0,748	0,290
PDO 17	0,304	0,163	0,742	0,335
PDO 18	0,285	0,273	0,722	0,305
KK 1	0,636	0,439	0,467	0,802
KK 2	0,618	0,401	0,451	0,818
KK 3	0,480	0,456	0,357	0,809
KK 4	0,404	0,265	0,353	0,768
KK 5	0,498	0,270	0,387	0,806
KK 6	0,544	0,609	0,374	0,802
KK 7	0,514	0,342	0,420	0,831
KK 8	0,430	0,452	0,380	0,752
KK 9	0,437	0,147	0,278	0,739
KK 10	0,486	0,295	0,353	0,702
KK 11	0,592	0,291	0,584	0,730
KK 12	0,509	0,549	0,260	0,789
KK 13	0,414	0,313	0,384	0,742
KK 14	0,526	0,487	0,424	0,769
KK 15	0,494	0,389	0,349	0,794

KK 16	0,457	0,398	0,383	0,792
KK 17	0,425	0,220	0,266	0,752

Source: SmartPLS Primary Data Processing 2025

Based on Table 3, the value of each indicator on its latent variable is greater than the correlation between constructs or the value of indicators with other variables. Therefore, it can be said that the cross loading results show good value validity discrimination. One term for assessing the multitrait-multimethod matrix is the heterotrait monotrait ratio (HTMT). As long as the HTMT value is less than 0.9; the validity of the difference between the two reflective constructs is guaranteed. Henseler et al (2017) conducted research to examine discriminant validity using the Heterotrait-Monotrait Ratio (HTMT) method.

Table 4
Heterotrait Monotrait Ratio (HTMT)

	Subjective Career Success (Y)	Career Development (X1)	Perceived Organizational Support (X2)	Career Commitment (Z)
Subjective Career Success (Y)				
Career Development (X1)	0,301			0,478
Perceived Organizational Support (X2)	0,403	0,336		0,494
Career Commitment (Z)	0,653			

Source: SmartPLS Primary Data Processing 2025

Table 4 explains that the Heterotrait-Monotrait Ratio (HTMT) value is less than 0.90 and the Cross Loading and Heterotrait-Monotrait Ratio (HTMT) values have been evaluated, Table 6 shows that the statements of each variable are all valid. Discriminant validity testing can also be done using the results of the Fornell-Larcker criterion. In this test, the relationship between the variable and itself must be greater than the relationship between the variable and other variables.

Table 5
Fornell Larckerr Criterion Result

	Subjective Career Success (Y)	Career Development (X1)	Perceived Organizational Support (X2)	Career Commitment (Z)
Subjective Career Success (Y)	0,793			
Career Development (X1)	0,306	0,774		0,493
Perceived Organizational Support (X2)	0,414	0,346	0,775	0,499
Career Commitment (Z)	0,651			0,777

Source: SmartPLS Primary Data Processing 2025

Table 5 shows that the discriminant validity test of this study qualifies for the next testing stage, because the correlation of indicators with other variables is greater than the indicators used to measure these variables, each variable has high validity. According to (Sekaran & Bougie, 2016),

measurement reliability is a concept that can be used to evaluate the accuracy, consistency, and stability of measurements. Questionnaires, indicators of variables, are tested for credibility. Reliability is assessed in two ways: through the combined value of the indicators that measure construct reliability; and through the *Cronbach's Alpha* value. The reliability test is a useful check that evaluates whether the measuring instrument used matches the reality in the field. *Cronbach Alpha* is made to evaluate the correlation between indicators. This can be achieved with a criterion of more than 0.7 and a composite reliability of more than 0.7.

Table 6
Composite Reliability and Cronbach Alpha Output

	<i>Cronbach's alpha</i>	<i>Composite reliability (rho_a)</i>	<i>Composite reliability (rho_c)</i>
Subjective Career Success (Y)	0,969	0,971	0,971
Career Development (X1)	0,927	0,944	0,937
Perceived Organizational Support (X2)	0,961	0,966	0,964
Career Commitment (Z)	0,959	0,962	0,963

Source: SmartPLS Primary Data Processing 2025

Table 6 shows that the composite reliability values of all variables are more than 0.7. The *Cronbach alpha* value of Subjective Career Success is 0.969; Career Development is 0.927; Perceived Organizational Support is 0.961; and Career Commitment is 0.959; which shows that the *Cronbach alpha* value of each variable is more than 0.7, which indicates that the composite reliability results and *Cronbach alpha* value of each variable have decreased. The R-square value for each variable tested shows how much influence a variable has on other variables. According to Hair et al. (2022), variables are categorized as strong categories if the R-curve value is more than 0.75; moderate category if the R-curve value is more than 0.50; and weak category if the R-curve value is more than 0.25.

Table 7
R-square value

	<i>R-square</i>	<i>Adjusted R-square</i>
Subjective Career Success (Y)	0,435	0,411
Career Commitment (Z)	0,366	0,348

Source: SmartPLS Primary Data Processing 2025

Table 7 shows that the Career Commitment variable (Z) has an R-squared value of 0.366 and the Subjective Career Success variable has an R-squared value of 0.435. This indicates that the Career Commitment variable is in the weak category.

Table 8
Path Coefficient (T-Statistic, P-Values)

	<i>Original Smple (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics</i>	<i>P Values</i>	Conclusion
(H1) PK → KK	0,364	0,382	0,093	3,917	0,000	Supported
(H2) PDO → KK	0,373	0,374	0,105	3,564	0,000	Supported
(H3) KK → KKS	0,607	0,625	0,132	4,616	0,000	Supported
(H4) PK → KKS	0,185	0,199	0,112	1,656	0,050	Rejected
(H5) PDO → KKS	0,350	0,361	0,108	3,242	0,001	Supported
(H6) PK → KM → KKS	0,221	0,240	0,081	2,741	0,006	Supported
(H7) PDO → KM → KKS	0,227	0,243	0,085	2,677	0,007	Supported

Source: SmartPLS Primary Data Processing 2025

Based on Table 8, it can be explained as follows:

1. The Effect of Career Development on Career Commitment

The test results show that career development variables have a positive and significant influence on career commitment, with a *path coefficient* value of 0.364, a statistical t value of 3.917, and *p values* of 0.000. Statistical t values that exceed 1.96 and *p values* below 0.05 indicate a significant relationship between the two variables. This means that the better the career development program provided by the organization, the higher the level of employee commitment to their career. Career development includes various aspects, such as training, mentoring, and access to promotional paths, which are able to increase employees' confidence and engagement in their work.

This result is in line with Srimulatsih's (2021) research, which found that career development initiatives contribute significantly to increasing employee commitment in the oil palm plantation sector. This study emphasizes that when organizations consistently provide opportunities for employees to develop their skills and abilities, employees feel more valued and attached to the career path they have chosen. In addition, research by Simiyu & Mbithi (2019) showed that career development explained 40.7% of the variation in employee commitment levels in the education sector.

Effective career development not only provides direct benefits to individuals but also helps organizations create a supportive work environment. When employees feel that the organization cares about their professional development, they tend to be more loyal and motivated to make maximum contributions to the company. This also increases employee retention, as they see growth prospects within the organization.

Therefore, it is important for organizations to actively design and implement career development programs that are relevant and fair for all levels of employees. Organizations looking to increase employee engagement and build long-term loyalty should ensure that career

development programs are designed to meet individual needs, taking into account their professional goals and the needs of the organization as a whole.

2. The Effect of Perceived Organizational Support on Career Commitment

The results of testing the second hypothesis show that the perceived organizational support variable has a positive and significant effect on career commitment, with a *path coefficient* value of 0.373, a statistical *t* value of 3.564, and *p values* of 0.000. This suggests that when employees feel supported by the organization, they tend to be more committed to their career path. Organizational support includes recognition of employees' contributions, provision of incentives, and concern for their well-being, all of which have a direct impact on employees' emotional attachment to their work.

These results are in line with research by Choi & Chiu (2017) , which states that perceived organizational support can increase career commitment by creating a sense of being valued among employees. This research shows that organizations that pay attention to individual needs, such as job security and work-life balance, are able to create a more harmonious work environment and motivate employees to remain committed to their careers. The study by Kim & Kim (2021) also supports these results, highlighting that organizational support has a significant effect on career commitment of nurses in South Korea.

Organizational support includes not only financial aspects but also forms of social and emotional support provided by managers and co-workers. When employees feel that the organization values their contributions and cares about their well-being, they are more likely to be emotionally engaged with their career path and show greater dedication towards the organization. This can have a positive impact on their productivity and job satisfaction.

Thus, organizations should pay attention to the importance of organizational support as a strategic element in human resource management. Policies that support employee needs, such as reward programs, work-life balance support, and personal development opportunities, can increase career commitment and encourage employee loyalty to the organization.

3. The Effect of Career Commitment on Subjective Career Success

The test results show that the career commitment variable has a positive and significant influence on subjective career success, with a *path coefficient* value of 0.607, a statistical *t* value of 4.616, and *p values* of 0.000. Subjective career success is measured through individuals' perceptions of their achievements, which include job satisfaction, recognition of work results, and work-life balance. These results suggest that individuals who are highly committed to their careers tend to feel more subjectively successful in their jobs.

These results are supported by research Ekmekcioglu et al. (2020) , which shows that career commitment allows individuals to stay focused and persist in facing challenges in their work.

This study also states that highly committed individuals tend to have greater confidence in achieving their career goals. Schultheiss et al. (2023) added that career resilience and self-confidence strengthen the relationship between career commitment and subjective career success.

Individuals with high career commitment tend to prioritize self-development and focus on achieving their goals, despite facing challenges at work. They are also more likely to accept constructive feedback and use existing opportunities to improve their skills. This suggests that career commitment not only drives individual success but also provides long-term benefits to the organization.

Therefore, organizations need to encourage and support individuals' career commitment by creating clear career paths, rewarding their achievements, and creating a work environment conducive to personal and professional growth. By supporting career commitment, organizations can help individuals achieve their subjective career success, while improving overall productivity and job satisfaction.

4. The Effect of Career Development on Subjective Career Success

The results of testing the fourth hypothesis show that career development variables do not have a significant effect on subjective career success. Based on the path coefficient results, the original sample value is 0.185, the t-statistic value is 1.656, and the *p-value* is 0.050. These results indicate that the t-statistic value is smaller than the critical value of 1.96, and the *p-value* is close to but still above the 0.05 significance limit. Thus, hypothesis H4 is rejected, which means that career development does not have a significant influence on subjective career success.

This finding contradicts some previous studies which suggest that career development has a direct impact on subjective career success. For example, research by Tawng & Htet (2022) showed that career development programs, such as technical training, mentoring, and promotion access, contribute to improving individuals' perceptions of career success. Their research confirmed that career development enables individuals to achieve higher personal achievements, such as skill enhancement, professional recognition, and work-life balance.

However, in the context of this study, the non-significant results could be due to other factors that more predominantly influence subjective career success. Such factors may include perceptions of organizational support, intrinsic motivation, or work culture that shape the way individuals assess their career achievements. In addition, the relevance and quality of career development programs offered by organizations can also affect their effectiveness. If the program does not match individual needs or its implementation is suboptimal, the impact on subjective career success will be minimal.

This research is also in line with the findings (Ingarianti et al., 2020). In the article "Subjective Career Success as Employee Career Identity", it is stated that factors such as career identity, career adaptability, and organizational support have an important role in determining individual perceptions of subjective career success. The article highlights that these factors are more influential than career development directly in shaping an individual's subjective career success.

Thus, this study implies that organizations need to re-evaluate the effectiveness of the career development programs they offer. Tailoring programs to individuals' specific needs, strengthening the link between career development outcomes and career achievement, and aligning with organizational goals are steps that can increase the impact of career development on subjective career success. In addition, further analysis is needed to explore other factors that contribute to individual perceptions of career success, such as social support and organizational culture that supports professional growth.

5. The Effect of Perceived Organizational Support on Subjective Career Success

The results of testing the fifth hypothesis show that the perceived organizational support variable has a positive and significant effect on subjective career success, with a *path coefficient* value of 0.350, a statistical *t* value of 3.242, and *p values* of 0.001. These results indicate that perceived support from the organization contributes directly to increasing individuals' perceptions of their career success.

These results are in line with research by Abuzaid (2023), who found that organizational support, such as recognition of employee contributions, self-development opportunities, and a supportive work environment, can increase work engagement. This in turn affects employees' perceptions of their career achievements. Organizational support not only provides financial benefits but also creates a sense of being valued and recognized, which is crucial in building individuals' confidence in their career success.

Organizational support also serves as an incentive for individuals to focus more on self-development and performance improvement. When employees feel that the organization supports them, they tend to be more motivated to achieve their career goals. Conversely, a lack of support can lead to decreased motivation and job dissatisfaction, which negatively impacts their perception of career success.

Therefore, organizations should ensure that their policies and practices reflect consistent support for individual needs. Programs such as reward for contribution, work flexibility and attention to employees' wellbeing can help improve their perception of their subjective career success.

6. The Effect of Career Development on Subjective Career Success Mediated by Career Commitment

The results of testing the sixth hypothesis show that the career development variable on subjective career success through career commitment has a *path coefficient* value of 0.221, a statistical *t* value of 2.741, and *p values* of 0.006. These results indicate that career development not only has a direct influence on subjective career success but also has an indirect influence through increased career commitment.

These results are supported by research Mandriasih & Iqbal (2019) , which shows that career development can increase employee commitment to their career path. This career commitment then strengthens individuals' perceptions of their career achievements. This research highlights the importance of career development as an essential element in building employees' emotional engagement with their work, which impacts subjective career success.

Individuals who feel that the organization supports their career development tend to show higher levels of attachment to their career path. This commitment motivates them to pursue their career goals more seriously, which in turn increases their perception of their career success. In this sense, career development not only provides immediate benefits but also builds the foundation for employees' long-term engagement.

As such, organizations need to ensure that career development is aligned with individual goals and organizational needs. Training programs, mentoring, and clear promotion paths should be designed to not only improve employees' technical skills but also strengthen their commitment to their chosen career path.

7. The Effect of Perceived Organizational Support on Subjective Career Success Mediated by Career Commitment

The results of testing the seventh hypothesis show that the variable of perceived organizational support on subjective career success through career commitment has a *path coefficient* value of 0.227, a statistical *t* value of 2.677, and *p values* of 0.007. This shows that organizational support also has a significant indirect effect on subjective career success through increased career commitment.

These results are consistent with research by Choi & Chiu (2017) , who found that perceived organizational support increases employees' emotional attachment to their career path. When employees feel that the organization supports them, they become more committed to their career path, which in turn increases their perception of subjective career success.

Consistent organizational support provides employees with a sense of stability and motivation to achieve their career goals. This includes various forms of support, such as recognition of achievements, career development opportunities, and concern for employee

well-being. The combination of these factors strengthens employees' commitment to their careers, which in turn impacts their perceptions of their career achievements.

Therefore, organizations should ensure that employee support is an integral part of their policies and practices. By creating a work environment that is supportive and attentive to individual needs, organizations can increase employee engagement, strengthen their commitment, and create a positive perception of their career success.

CONCLUSION

Overall, this study shows that career development and perceived organizational support have a significant influence on career commitment and subjective career success of employees. Career commitment proved to be a significant mediator in the relationship between career development and perceived organizational support on subjective career success. However, career development does not have a significant direct influence on subjective career success, which indicates the need for improvement in the implementation of career development programs in the Balai Standardization dan Pelayanan Industri (BSPJI) Padang. This study reinforces previous findings regarding the importance of organizational support in building employee commitment and perceived career success. These results contribute to the field of human resource management, especially in understanding the role of career commitment as a mediating variable in improving subjective career success, as well as how organizations can create a work environment that is supportive and oriented towards employee career development.

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