

## antecedents of employee performance at the statistical center of east kalimantan province

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**ABSTRACT:** This research departs from problems in the field of management science where there is a lack of discussion about the science of affective commitment antecedents of employee performance, for that researchers are interested in conducting research in this field. The purpose of this research is not only to provide new insights into the science of affective commitment antecedents of employee performance, but also to help provide policies to improve services and performance. This research uses quantitative methods with SEM-PLS analysis tools, this research was conducted at the Central Statistics Agency (BPS) of East Kalimantan Province in January 2024 - February 2024 by taking a research sample of 101 employees. The technique of collecting data uses library research, observation, and questionnaires. The results of hypothesis testing show that Workforce Diversity (X1) affects Affective Commitment (Y1). The coefficient is 0.195, which is a positive value, with a T value of 2.995 and a p value of 0.003. The coefficient of Communication (X2) is 0.455, which is a positive value, with a T value of 4.560 and a p value of 0.000. The effect of Career Development (X3) on Affective Commitment (Y1) is shown with a coefficient of 0.311 and a positive value with a T-value of 3.077 and a p-value of 0.003. Workforce Diversity (X1) affects Employee Performance (Y2), with a coefficient of 0.226 which is positive, with a T-value of 3,741 and a p-value of 0.000. The coefficient of 0.271 and a positive value of T 4.210 and a p-value of 0.000 indicate the effect of communication (X2) on employee performance (Y2). Career Development (X3) affects employee performance (Y2), with a coefficient of 0.180 and a positive value of T 2.618 and a p-value of 0.010. Employee performance (Y2) is influenced by active commitment (Y1), which has a coefficient of 0.430 and a positive value of T = 5.429 and a p-value of 0.000. Workforce Diversity (X1) has a coefficient of 0.079 and a positive value of T 2.519 and a p-value of 0.013. Mediation of Affective Commitment (Y1), Communication (X2) affects Employee Performance. There is a coefficient of 0.183, which is a positive value, with a T-value of 4.136 and a p-value of 0.000. Mediation of Affective Commitment (Y1), career development (X2) has an impact on employee performance, with a coefficient of 0.125 and a T-value of 2.538 and a p-value of 0.013.

**KEY WORD:** Anatasden, Diversity, Affective Commitment, Communication, Workforce, BPS.

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### I. INTRODUCTION AND LITERATURE REVIEW

Today's business world is rapidly evolving. Due to this circumstance, many people have to manage all their resources well in order for the company to survive. Without the support of loyal and talented employees, the organization will not survive. As a result, companies use the available resources effectively and efficiently during the process of building their company. Human resources (HR) are one of the important assets of an organization, and have the ability to combine other resources. Many companies now realize the importance of maintaining human resources. Business success is greatly influenced by human resources. Therefore, human resource management is essential for an organization. An important activity in an organization is human resource management. Organizations must manage human resources to achieve goals and continue to create a comfortable and vibrant work environment. This is what makes a company know that employee investment is its greatest asset. The presence of employees in the government is essential to drive resources to achieve organizational goals.

The success of an organization's goals is also influenced by the quality of its human resources. In terms of human resources, organizations often face problems with employees who do not want to stay forever and have no emotional ties to the organization. In fact, employees' emotional commitment tends to decrease, which adversely affects the progress and progress of the organization. As a result, employee performance decreases, which leads to low commitment to performance. According to Manuel and Rahyuda (2015), when an employee feels happy with the company, believes and feels comfortable with the organization and its goals, and is willing to do anything for the benefit of the organization, it is called emotional commitment. Members who have high

affective commitment are willing to maintain harmonious social relationships with their coworkers and actively participate in meeting organizational needs, according to Heryanto et al (2022).

The desire to participate in an organization is not just a promise; it is a personal determination or pledge to the organization. Practice shows that managing diversity is an important part of supervisors' professional responsibilities. For example, employees' lack of work motivation can cause them to feel lazy at work, not follow organizational rules, and other things, which can indirectly reduce productivity. Therefore, employee performance will increase if diversity and work motivation are created and managed properly. According to Arrazi (2019), human resource performance is one of the qualities assessed by an organization. In organizations, communication activities aim to increase understanding of each other and equalize experiences between members. Organizations can operate smoothly if there is good communication; conversely, organizations will collapse if there is no communication at all. Since the presence of a leader plays an important role in the success of an organization, leadership ability in organizational communication is essential. According to Arifin, Bahri, and Effendi (2022), communication helps foster employee motivation by telling them what they should do, how well they should do it, and how to improve substandard performance. This is due to many changes, such as globalization and technological advances, which change how activities are carried out, workforce behavior, and the way employee management is carried out.

Organizations must adapt to such changes to ensure business success, says Mutuku & Mathooko (2014). However, this situation suggests that the agency does not provide sufficient incentives to BPS employees, and superiors pay little attention to their subordinates. As a result, it is considered that employees have no desire or incentive to exceed the performance standards that have been set. In the end, performance becomes ineffective because there is no communication between superiors and subordinates. In contrast, an employee's level of commitment to the organization will determine how well they do their job. Commitment will show how serious an employee is in doing what they do. because a high level of participation affects performance researching, compiling, and developing statistical policies, coordinating national and regional statistical activities, and identifying and managing basic statistical data management are the tasks of the Central Bureau of Statistics of East Kalimantan Province. Where an experienced and experienced workforce must support it. Therefore, one of the strategic steps taken by the government is to ensure that the entire staff gets continuous education through designed and created training programs, if they want to remain competitive in the future. There are many variables that can affect how a person works. One of them is professional development to encourage employees to do their jobs better (Febriansyah, 2016).

Career development is the process of improving a person's performance so that they can achieve their career goals. Companies support career growth and expect good feedback from employees. Muspawi (2017) states that career development is when a person shows an increase in status within a company towards a specified career path. Performance is influenced by many factors. Personal factors include skill and capacity, going to school, and demographics. Psychological factors include awareness, attitude, personality, learning, and motivation. Organizational factors include resources, direction, price, structure, and task design. Suryadi and Rosyidi (2013) state that performance is defined as the level of success in implementing activities, programs, or policies to achieve the goals, objectives, mission, and vision of the organization, as stated in the organization's guiding documents. strategic plan. Employee performance is one of the important factors in organizational progress. Employee performance is very important because a decrease in the performance of individuals and groups in an organization can have a major impact on the business or organization, especially on the achievement of organizational goals.

The best performance is in accordance with organizational standards, where each employee can complete the assigned tasks and responsibilities. Employees who perform well can make a significant contribution to the achievement of company performance and the achievement of its goals. The Central Bureau of Statistics of East Kalimantan Province is committed to providing accurate and reliable basic statistical data for the community and government. One part of this effort is optimizing employee performance.

According to research published in the book Kakui (2016), *Research Book on the Effect of Career Development on Employee Performance*, employee performance is positively influenced by career development. In addition, Napitupulu (2017) found research findings showing that employee performance is positively influenced by career development. This shows that employee performance increases with career development.

In general, politicians and decision makers at the central and regional levels pay less attention to the quality and quantity of human resources (HR), as well as the quality of data from BPS East Kalimantan Province. Expectations for accurate BPS data are also high. Many people use BPS data, including the government, businessmen, academics, and the general public, although there are some people who doubt it (Statistics Indonesia of East Kalimantan Province, 2018).

Workforce diversity, communication, career development, and emotional well-being commitment are some of the factors that influence the performance of employees of the Central Bureau of Statistics (BPS) of East

Kalimantan Province, according to previous research. Employee comfort in an organizational environment greatly affects the management of various types of work because it is very important for management to monitor employee performance to ensure that they carry out their duties in accordance with organizational goals and predetermined performance standards. Research with the title "Antecedents of Employee Performance of the Central Bureau of Statistics of East Kalimantan Province" must be carried out considering the importance of the problem. Based on this background, this study formulates the following problems

- 1) Is there a positive or negative impact of workforce diversity on affective commitment?
- 2) Does communication affect commitment positively or negatively?
- 3) Is there a positive or negative impact of career development on employee commitment?
- 4) Does workforce diversity affect employee performance?
- 5) Is employee performance affected by communication?
- 6) Is employee performance affected by career development?
- 7) Is employee performance influenced by affective commitment?
- 8) Does workforce diversity affect performance?
- 9) Is employee affective commitment positive or negative on performance?
- 10) Does career development affect performance due to employees' affective commitment?

From the formulation of the problem, the researcher makes a problem limitation so that the focus of the discussion is more specific and not too broad, for this reason, the problem limitation of this research is carried out to employees of the Central Bureau of Statistics of East Kalimantan Province.

## **II. RESEARCH OBJECTIVES**

Based on the formulation of the problem, the objectives of this study are:

- 1) Knowing that workforce diversity has a positive or negative effect on affective commitment at the Central Bureau of Statistics of East Kalimantan Province.
- 2) Knowing communication has a positive or negative effect on affective commitment at the Central Bureau of Statistics of East Kalimantan Province.
- 3) Knowing career development has a positive or negative effect on affective commitment at the Central Bureau of Statistics of East Kalimantan Province.
- 4) Knowing workforce diversity has a positive or negative effect on employee performance at the Central Bureau of Statistics of East Kalimantan Province.
- 5) Knowing communication has a positive or negative effect on employee performance at the Central Bureau of Statistics of East Kalimantan Province.
- 6) Knowing career development has a positive or negative effect on employee performance at the Central Bureau of Statistics of East Kalimantan Province.
- 7) Knowing affective commitment has a positive or negative effect on employee performance at the Central Bureau of Statistics of East Kalimantan Province.
- 8) Knowing workforce diversity has a positive or negative effect on performance through affective commitment of employees at the Central Bureau of Statistics of East Kalimantan Province.
- 9) Knowing communication has a positive or negative effect on performance through affective commitment of employees at the Central Bureau of Statistics of East Kalimantan Province.
- 10) Knowing career development has a positive or negative effect on performance through affective commitment of employees at the Central Bureau of Statistics of East Kalimantan Province.

## **III. RESEARCH METHODOLOGY**

This study uses quantitative methods with a causal associative approach, namely identifying the relationship between variables or more. According to Sugiyono (2015) research has a relationship between independent (influencing) and dependent (influenced) variables. The relationship is a causal relationship, namely the relationship between causal provisions. The population in this study amounted to 101 employees of BPS East Kalimantan Province. Data collection techniques using library research, observation and distributing questionnaires. The data analysis method uses SEM PLS, which is one of the statistical focus studies that calculates the framework of relationships that are difficult to measure simultaneously. This method is *multivariate analysis*, which combines factor analysis with regression analysis (correlation). This research was conducted at the Central Bureau of Statistics (BPS) of Samarinda City and East Kalimantan Province. This research was conducted from January 2024 to February 2024.

### III. RESULT

#### 3.1 Descriptive Analysis of Variables

##### A. Description of Divestment Variable

Descriptive results from all participants are presented in Table 1 below based on their responses to the labor divestment variable (X1):

**Table 1 Description of Labor Divestment Variable (X1)**

Item	Indicator	Answer					Average	
		N	STS	TS	RR	S		ST
X1.1	Experienced employees have a positive influence on the organization.	N	0	4	35	38	23	3,43
		%	0%	4%	35%	38%	23%	
X1.2	In the work ethic, senior employees have a commitment to the responsibilities of the agency.	N	0	10	25	43	22	3,33
		%	0%	10%	25%	43%	22%	
X1.3	The characteristics of senior employees tend to be difficult to accept new technology.	N	0	11	34	40	15	3,33
		%	0%	11%	34%	40%	15%	
X1.4	Gender differences lead to different work roles within BPS.	N	0	21	31	35	13	3,13
		%	0%	21%	31%	35%	13%	
X1.5	Gender differences affect the use of time at BPS.	N	0	30	28	32	10	3,03
		%	0%	30%	28%	32%	10%	
Average Response							3,25	

Source: Primary data processed, 2024

##### B. Description of the Communication variable (X2)

Descriptive results from all respondents are presented in Table 2 below based on their responses to the communication variable (X2):

**Table 2 Description of Communication Variables (X2)**

Item	Indicator	Answer					Average	
		N	STS	TS	RR	S		ST
X2.1	Communication is very important in establishing relationships between fellow employees.	N	0	0	8	65	27	4,19
		%	0%	0%	8%	65%	27%	
X2.2	Openness builds a comfortable trust in BPS agencies.	N	0	2	9	61	28	4,15
		%	0%	2%	9%	61%	28%	
X2.3	Employees can overcome barriers to communication.	N	0	1	20	66	13	3,91
		%	0%	1%	20%	66%	13%	
X2.4	Employees are empathetic in communicating within the work unit.	N	0	0	21	61	18	3,97
		%	0%	0%	21%	61%	18%	
X2.5	Trust is essential through effective communication.	N	0	1	10	48	41	4,29
		%	0%	1%	10%	48%	41%	
X2.6	Employees must be good listeners.	N	0	0	17	58	25	4,08
		%	0%	0%	17%	58%	25%	
Average Response							4,10	

Source: Primary data processed, 2024

##### C. Description of career development variables (X3)

Based on the responses of all respondents to the career development variable (X3), the descriptive results of the respondents are presented in Table 3 below:

**Table 3 Description of Career Development Variables (X3)**

Item	Indicator	Answer					Average	
			STS	TS	RR	S		ST
X3.1	To improve career development, education is needed.	N	0	1	8	50	41	4,31
		%	0%	1%	8%	50%	41%	
X3.2	Promotion opportunities open up career development for employees.	N	0	2	19	54	25	4,02
		%	0%	2%	19%	54%	25%	
X3.3	The length of service affects the experience gained by employees.	N	0	1	9	55	35	4,24
		%	0%	1%	9%	55%	35%	
X3.4	The training provided can be useful as an investment in employee career development.	N	0	1	6	60	33	4,25
		%	0%	1%	6%	60%	33%	
X3.5	The supervisor's concern for subordinates can increase employee loyalty.	N	0	4	16	56	24	4,00
		%	0%	4%	16%	56%	24%	
Average Response							4,16	

Source: Primary data processed, 2024

**D. Description of active commitment variable (Y1)**

Descriptive results from all participants are presented in Table 4 below based on their responses to the Affective Commitment variable (Y1).

**Table 4 Description of Affective Commitment Variable (Y1)**

Item	Indicator	Answer					Average	
			STS	TS	RR	S		ST
Y1.1	Employees stay connected to the agency because of emotional ties.	N	0	8	26	50	16	3,74
		%	0%	8%	26%	50%	16%	
Y1.2	Employees are willing to engage in many efforts to help the organization be successful.	N	0	2	16	67	15	3,95
		%	0%	2%	16%	67%	15%	
Y1.3	Employees feel part of the organization's family.	N	0	1	21	51	27	4,04
		%	0%	1%	21%	51%	27%	
Y1.4	Employees have a desire to achieve a common goal.	N	0	1	12	59	28	4,14
		%	0%	1%	12%	59%	28%	
Average Response							3,97	

Source: Primary data processed, 2024

**E. Description of Employee Performance variable (Y2)**

Descriptive results of respondents are presented in Table 5 below based on the results of all respondents on the employee performance variable (Y2):

**Table 5 Description of Employee Performance Variable (Y2)**

Item	Indicator	Answer					Average	
			STS	TS	RR	S		ST
Y2.1	Timeliness in completing work at BPS East Kalimantan Province.	N	0	0	9	60	31	4,22
		%	0%	0%	9%	60%	31%	
Y2.2	The speed of work that is successfully completed in a certain period of time with the number of tasks performed by BPS employees of East Kalimantan Province.	N	0	0	7	61	32	4,25
		%	0%	0%	7%	61%	32%	
Y2.3	The accuracy of the data processed by BPS employees of East Kalimantan Province is accurate and precise.	N	0	0	19	58	23	4,04
		%	0%	0%	19%	58%	23%	

Y2.4	The ability of BPS employees of East Kalimantan Province to contribute new ideas that can improve the quality of work.	N	0	0	9	57	34	4,25
		%	0%	0%	9%	57%	34%	
Y2.5	The ability of BPS East Kalimantan Province employees to work together to coordinate between work teams.	N	0	0	10	55	35	4,25
		%	0%	0%	10%	55%	35%	
Average Response								4,20

Source: Primary data processed, 2024

### 3.2 Structural Equation Modeling (SEM-PLS)

The data analysis used in this study with SmartPLS 4.0 is presented here. They are divided into three outer models, inner models, and hypothesis tests:

#### A. Evaluation of the Measurement Model (Outer Model)

The following criteria must be met in testing this measurement model (outer model), namely convergent validity, discriminant validity as follows:

##### 1. Convergent Validity

This test is done by looking at the *standaedized loading factor*. The value describes the magnitude of the relationship between each indicator and its construct. The loading factor value can be said to be valid in this study if it has a loading factor value greater than 0.7. However, there are some researchers who say that if the loading factor value is greater than 0.5, it means that the item is valid. SmartPLS 4.0 output for the loading factor value provides results as shown in table 6 below:

**Table 6 Convergent Validity Test Results with Outer Loading (Initial)**

Construct/Variable	Item	Loading Factor
<b>Labor Divesitation (X1)</b>	X1.1	0,910
	X1.2	0,835
	X1.3	0,814
	X1.4	0,800
	X1.5	0,833
<b>Communication (X2)</b>	X2.1	0,790
	X2.2	0,818
	X2.3	0,783
	X2.4	0,783
	X2.5	0,808
	X2.6	0,800
<b>Career development (X3)</b>	X3.1	0,802
	X3.2	0,753
	X3.3	0,759
	X3.4	0,844
	X3.5	0,770
<b>Affective Commitment (Y1)</b>	Y1.1	0,831
	Y1.2	0,884
	Y1.3	0,911
	Y1.4	0,906
<b>Employee Performance (Y2)</b>	Y2.1	0,888
	Y2.2	0,867
	Y2.3	0,871
	Y2.4	0,865
	Y2.5	0,869

Source: SmartPLS 4.0, processed by the author in 2024

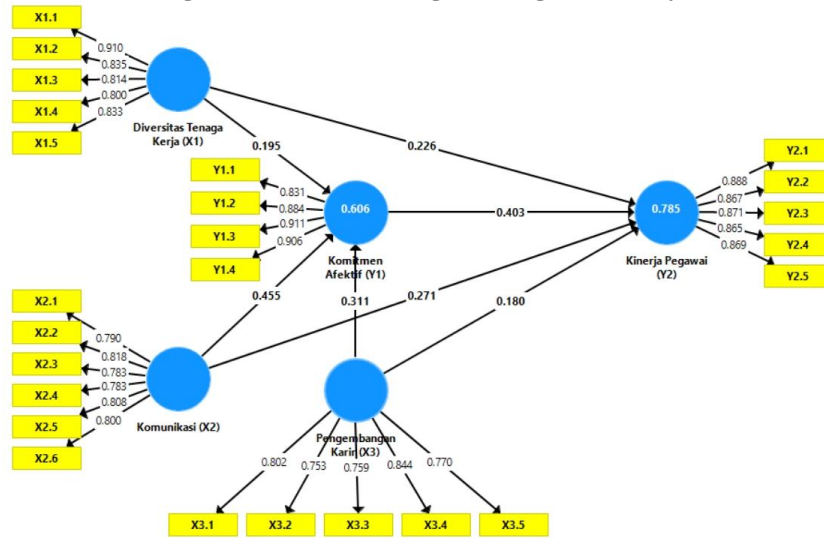
All questions have an addition factor value above 0.7, according to checking the research data, as shown in the results of table 6 above. In other words, the indicators used in this study are valid or have achieved convergence.

The results of the Labor Dives construct have the lowest loading factor value of 0.800 for indicator X1.4 for question item 4; The results of the Communication construct have the lowest loading factor value of 0.783 for indicators X2.3 and X2.4 or for question items 3 and 4; The results of the Career Development construct have the lowest loading factor value of 0.753 for indicator X3.2 or for question item 2; and The smallest loading factor value of Affective Commitment is 0.831 for indicator Y1.1 or question item 1; while the smallest loading factor value of 0.865 for indicator Y2.4 or question item 2; So it can be concluded that all indicator items from each construct have been declared valid to meet the requirements of convergent validity, so



that the second stage of data management can be carried out. The following are the values of the Outer loading factor diagram for each indicator in the research model.

Figure 1 Results showing Convergent Validity



Source: SmartPLS 4.0, processed by the author in 2024.

2. Discriminant Validity

This case carried out by looking at the value of the cross loading between indicators. Cross loading between indicators is used to compare the correlation between indicators with their constructs and other block constructs. The cross loading value between indicators must show that the correlation between indicators and their variables is higher when compared to other variables. In this study, the cross loading value for each indikator has met the existing requirements so that further testing can be used. The cross loading value between indicators can be seen in Table 7 as follows:

Table 7 Discriminant Validity Results

Item	Labor Divesitation (X1)	Communication (X2)	Career development (X3)	Affective Commitment (Y1)	Employee Performance (Y2)
X1.1	<b>0,910</b>	0,481	0,445	0,544	0,659
X1.2	<b>0,835</b>	0,385	0,392	0,460	0,548
X1.3	<b>0,814</b>	0,293	0,313	0,340	0,433
X1.4	<b>0,800</b>	0,205	0,275	0,339	0,408
X1.5	<b>0,833</b>	0,251	0,360	0,418	0,489
X2.1	0,381	<b>0,790</b>	0,395	0,414	0,557
X2.2	0,342	<b>0,818</b>	0,419	0,540	0,605
X2.3	0,256	<b>0,783</b>	0,265	0,572	0,546
X2.4	0,287	<b>0,783</b>	0,400	0,605	0,611
X2.5	0,372	<b>0,808</b>	0,451	0,627	0,612
X2.6	0,284	<b>0,800</b>	0,432	0,495	0,534
X3.1	0,469	0,422	<b>0,802</b>	0,502	0,604
X3.2	0,343	0,357	<b>0,753</b>	0,470	0,483
X3.3	0,234	0,317	<b>0,759</b>	0,377	0,430
X3.4	0,299	0,477	<b>0,844</b>	0,502	0,534
X3.5	0,336	0,357	<b>0,770</b>	0,563	0,529
Y1.1	0,412	0,467	0,450	<b>0,831</b>	0,666
Y1.2	0,470	0,635	0,598	<b>0,884</b>	0,691
Y1.3	0,443	0,626	0,557	<b>0,911</b>	0,712
Y1.4	0,485	0,680	0,578	<b>0,906</b>	0,807
Y2.1	0,552	0,620	0,615	0,730	<b>0,888</b>
Y2.2	0,565	0,636	0,584	0,658	<b>0,867</b>
Y2.3	0,619	0,604	0,537	0,749	<b>0,871</b>
Y2.4	0,471	0,568	0,626	0,710	<b>0,865</b>
Y2.5	0,490	0,740	0,529	0,712	<b>0,869</b>

Source: SmartPLS 4.0, processed by the author in 2024

### 3. Internal Consistency Reliability Test

The composite reliability (CR) value, which has a threshold of 0.7, and Cronbach's Alpha (CA) value, which has a threshold of 0.6, were used to make this assessment. All five variables used in this study were eligible for use, as their combined reliability values were above 0.7 and 0.6. Table 5.8 provides a summary of the reliability of each variable as well as the composite reliability and Cronbach's Alpha values.

**Table 8 Consistency Reliability Results**

Variables	Composite Reliability	Cronbach's Alpha
Labor Divesitation (X1)	0.923	0.896
Communication (X2)	0.913	0.885
Career development (X3)	0.890	0.846
Affective Commitment (Y1)	0.934	0.906
Employee Performance (Y2)	0.941	0.921

Source: SmartPLS 4.0, processed by the author in 2024

Based on the Reliability Output in Table 8, the results of the composite reliability test show that the highest composite reliability value on employee performance is 0.941 and the lowest value for career development is 0.890. Meanwhile, the highest Cronbach's Alpha value results in the employee performance variable of 0.921 and the lowest value for the career development variable of 0.846. The Cronbach's Alpha value for the five variables used in this study is above the determination threshold of 0.7 and 0.6 so that all variables meet the requirements for use in research.

### 4. Average Variance Extracted (AVE) Test

The AVE value is used to describe the amount of variance or diversity of indicators that can be contained by latent variables. To show a good measure of convergent validity, the AVE value must be above 0.5. This means that the latent variable can explain more than half of the diversity of the indicators in it. In this study, the AVE value for variables is above 0.5 so that all variables can be used in research. The Average Variance Extracted (AVE) value for each variable can be seen in Table 9.

**Table 9 Average Variance Extracted (AVE) Results**

Variables	AVE	Description
Labor Divesitation (X1)	0.705	Valid and Reliable
Communication (X2)	0.635	Valid and Reliable
Career Development (X3)	0.618	Valid and Reliable
Affective Commitment (Y1)	0.781	Valid and Reliable
Employee Performance (Y2)	0.760	Valid and Reliable

Source: SmartPLS 4.0, processed by the author in 2024

Based on the data in table 9, the Average Variance Extracted (AVE) test results show that the highest Average Variance Extracted value is in the Affective Commitment variable of 0.729 and the lowest value is the Career Development variable of 0.615. so that all variables meet the requirements for use in research. At the stage of checking each indicator, this model complies with the requirements that exist at each stage of the outer model analysis (Convergent Validity, Discriminant Validity, Composite Reliability, Cronbach's Alpha, and Average Variance Extracted). So, it can be concluded that this model can be continued for further analysis, namely inner model analysis.

## B. Inner Model Analysis

### 1. R-Square

R-Square testing is carried out to see how much the level of variation in the dependent variable is explained by the independent variable with a measurement standard of 0.67 said to be high, 0.33 said to be moderate and below 0.19 said to be weak. In this study there are three independent variables, namely labor divesitation, communication, career development and the dependent variable is employee performance while for the mediating variable (affective commitment).

**Table 10 R-Square Results**

Construct	R-Square	Adjusted R-Square
Affective Commitment (Y1)	0,606	0,594
Employee Performance (Y2)	0,785	0,776

Source: SmartPLS 4.0, processed by the author in 2024



*R-Square* ( $R^2$ ) indicates the proportion of variability in the dependent variable that can be explained by the independent variables in the SEM model. The higher the *R-Square* value, the greater the proportion of variability in the dependent variable that can be explained by the independent variables.

Based on the *R-Square* results in the table above, an explanation can be drawn as follows:

1. High prediction accuracy, with an *R-Square* value of 0.785, indicates that the model can explain 78.5% of the data variation with an error of 21.5% outside the research data variables.
2. The *R-Square* value of affective commitment moderation of 0.606 indicates a moderate level of prediction accuracy. This indicates that the model can explain about 60.6% of the variation in the research data and 39.4% of the error rate of variables outside the research data.

The *adjusted R-square* is used to calculate each additional variable and estimate the *adjusted R-square* value of the added variable. If the addition of the new pattern improves the model results better than the estimation, then the addition of variables will increase the *adjusted R-squared* value.

The *adjusted R<sup>2</sup>* value is 0.776, which means that the variables of labor divestitation, communication, career development and the moderating variable of affective commitment can estimate the overall variance of employee performance at the Central Bureau of Statistics of East Kalimantan Province, which is 77.6%.

The *adjusted R<sup>2</sup>* value of affective commitment is 0.594, which indicates that the variables dived labor, communication, and career development can estimate the variance of total affective commitment by 59.4% at the Central Bureau of Statistics of East Kalimantan Province.

## 2. Q-Square

Conversely, if the value of  $Q^2 < 0$ , then the model cannot be predicted. In this study, the *R-Square* value for each variable is

general for the interpretation of  $Q^2$  values:

$Q^2$  of 0.02 indicates little predictive relevance.

$Q^2$  of 0.15 indicates moderate predictive relevance.

A  $Q^2$  of 0.35 indicates a large predictive relevance.

**Table 11 Q-Square Results**

Construct	Q <sup>2</sup> predict	Description
Affective Commitment (Y1)	0.451	Great
Employee Performance (Y2)	0.579	Great

*Source: SmartPLS 4.0, processed by the author in 2024*

The test results show that the estimated model of labor divestitation, communication, and career development has a large predictive validity of 45.1% of the affective commitment of employees at BPS East Kalimantan Province, with a  $Q^2$  value of 0.561. While the  $Q$ -squared value of customer behavior intention (Y2) is 0.579, the model estimation of workforce divestitation, communication, and career development variables with affective commitment as mediation shows very high predictive validity, with a percentage of 57.9% on employee performance at BPS East Kalimantan Province.

## 3. Goodness of Fit (GoF)

*Goodness of Fit* (GoF) index is a single metric used to evaluate how well the measurement model and structural model perform overall. GoF is calculated by multiplying the square root of the average *communalities* index by the average *R* value of the model.<sup>2</sup> Used to validate the combined performance of the measurement model (*outer model*) and structural model (*inner model*), the value ranges from 0-1 with interpretations of 0-0.25 (Small GoF), 0.25-0.36 (moderate GoF), and above 0.36 (large GoF) (Setiawan, 2016). It is important to note that the GoF value in SEMPLS needs to be searched manually.

The GoF test results are obtained from multiplying the average root value of *communalities* (0.538) by the average root value of the *R-square* (0.696) of the research model. From the calculation of Goodness of Fit (GoF), a value of 0.612 was obtained, so it can be concluded that the model has a large GoF and the greater the GoF value, the more suitable it is in describing the research sample.

## C. Hypothesis Test

The research hypotheses were tested through the bootstrapping method with a two-tailed test with a significance level of 5%. If the t-test value is greater than 1.96, the hypothesis is accepted. Of the ten hypotheses tested in this study, every single one of them is accepted because the t-test value is greater than 1.96. The t-test values for each hypothesis in this study are presented below.

**Table 12 Hypotheses**

Influence.	Original .sample.(O)	.T.Statistic ( O/STDEV ).	P-Values	Description
<b>Direct Effect</b>				
Workforce Diversity (X1) -> Affective Commitment (Y1)	.0,195	2,995	.0,003	Significant
Communication (X2) -> Affective Commitment (Y1)	.0,455	4,560	.0,000	Significant
Career Development (X3) -> Affective Commitment (Y1)	.0,311	3,077	.0,003	Significant
Workforce Diversity (X1).->.Employee.Performance (Y2)	.0,226	3,741	.0,000	Significant
Communication.(X2) -> Employee Performance.(Y2)	.0,271	4,210	.0,000	Significant
Career Development (X3) -> Employee Performance (Y2)	i0,180	2,618	.0,010	Significant
Affective Commitment (Y1) -> Employee Performance (Y2)	i0,403	5,429	.0,000	Significant
<b>Indirect Effect</b>				
Workforce Diversity (X1).-> affective commitment (Y1).-> employee performance (Y2)	.0,079	.2,519	.0,013	Significant
Communication (X2).-> affective commitment (Y1).-> employee performance (Y2).	.0,183	.4,136	.0,000	Significant
Development (X3) -> affective commitment (Y1). -> employee performance.(Y2).	.0,125	.2,538	.0,013	Significant

Source: SmartPLS 4.0, processed by the author in 2024

The results of hypothesis testing show the influence between variables, as shown in table 12 We can understand the results of hypothesis testing as follows after analyzing the coefficients of the structural model with the *T-Statistic* value and *p-value*:

1. Workforce Diversity (X1) affects Affective Commitment (Y1). The coefficient is 0.195, which is a positive value, with a *T-value* of 2.995 and a *p-value*: 0.003. With a *t-value* (2.995) > t table (1.96) and a *p-value* (0.003 < 0.05), this indicates that the effect of workforce diversity on affective commitment is positive and significant. The coefficient value is positive, indicating that the relationship between workforce diversity and affective commitment is unidirectional.
2. Communication (X2) effect on Affective Commitment (Y1) is 0.455, which is a positive value, with a *T-value* of : 4.560 and *p-value*: 0.000. This shows that the effect of communication on affective commitment is positive and significant, with a *t-value* (4.560) > t table (1.96) and a *p-value* <0.05. The coefficient value is positive, which indicates that the relationship between communication and affective commitment runs in the same direction.
3. The effect of Career Development (X3) on Affective Commitment (Y1) is shown with a coefficient of 0.311 and a positive value with a *T-value* of 3.077 and a *p-value* of 0.003. This shows that the effect of career development on affective commitment is positive and significant, with a *t-value* (3.077) > t table (1.96) and a *p-value* (0.003 <0.05). The coefficient value is positive, indicating a unidirectional relationship between career development and affective commitment.
4. Workforce Diversity (X1) has an effect on Employee Performance (Y2) has a coefficient: 0.226 positive value with *T-value*: 3.741 and *p-value*: 0.000. This gives the impression that the direct effect of workforce diversity on employee performance is positive and significant with a *t-value* of (2,720) > t table (1.96) and a *p-value* <0.05. The coefficient value is positive which indicates that the direction of the relationship between workforce diversity and employee performance is unidirectional.
5. Communication (X2) affects employee performance (Y2) has a coefficient: 0.271 positive value with *T-value*: 4.210 and *p-value*: 0.000, where the direct effect of communication on employee performance is positive and significant with a *t-value* of (4.210) > t table (1.96) and a *p-value* <0.05. The coefficient value is positive which indicates that the direction of the relationship between communication and employee performance is unidirectional.
6. Career Development (X3) affects employee performance (Y2) has a coefficient: 0.180 positive value with *T-value*: 2.618 and *p-value*: 0.010, where the direct effect of career development on employee performance is positive and significant with a *t-value* of (2.618) > t table (1.96) and a *p-value* of (0.010 <0.05). The coefficient value is positive which indicates that the direction of the relationship between career development and employee performance is unidirectional.
7. Affective Commitment (Y1) affects Employee Performance (Y2): has a coefficient: 0.430 is positive with *T-value*: 5.429 and *p-value*: 0.000. The interpretation is that the direct effect of affective commitment on

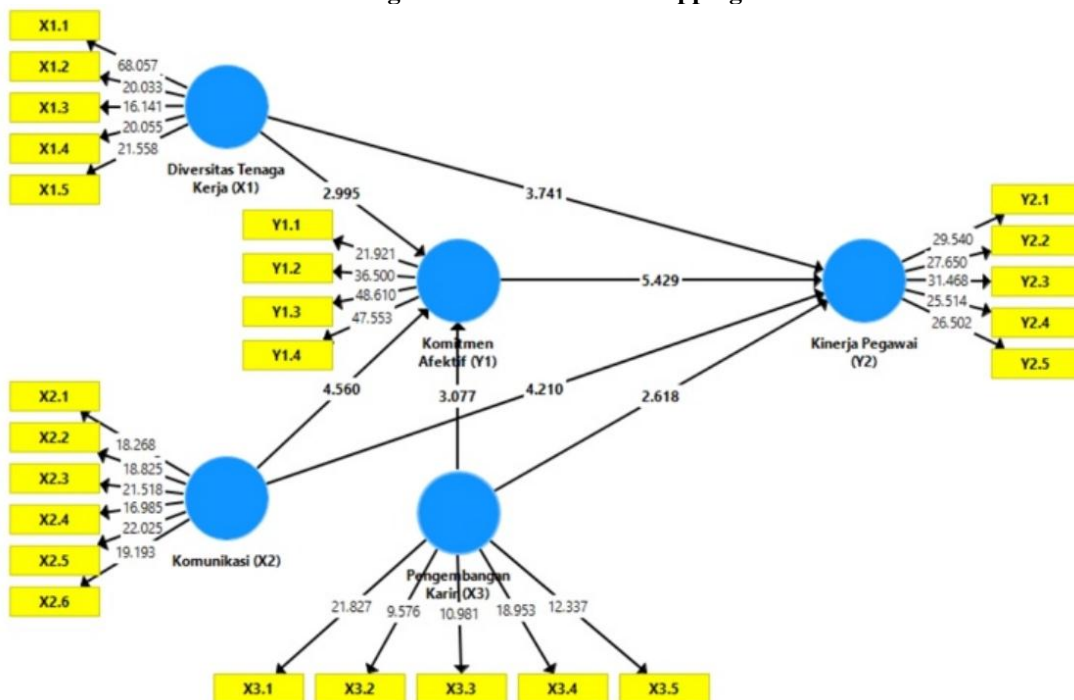
employee performance is positive and significant with a *t-value* of (5.429) > *t* table (1.96) and a *p-value* <0.05. The coefficient value is positive which indicates that the direction of the relationship between affective commitment to employee performance is unidirectional.

To examine the impact of the mediating variable affective commitment construct. Have you improved the relationship between Workforce Diversity, Communication, and Career Development in this regard:

8. Workforce Diversity (X1) affects Employee Performance (Y2) with Mediation of Affective Commitment (Y1) has a Coefficient: 0.079 positive value with *T-value*: 2.519 and *p-value*: 0.013. The indirect effect of workforce diversity on employee performance with affective commitment mediation is significant with a *t-value* of (2.519) > *t* table (1.96) and a *p-value* of (0.013 <0.05). The coefficient value is positive at 0.079 which indicates that the relationship between workforce diversity on employee performance with the mediation of affective commitment is unidirectional.
9. Communication (X2) affects Employee Performance (Y2) with Mediation of Affective Commitment (Y1) has a coefficient: 0.183 positive value with *T-value*: 4.136 and *p-value*: 0.000. The indirect effect of communication on employee performance with affective commitment mediation is significant with a *t-value* of (4.136) > *t* table (1.96) and a *p-value* <0.05. The coefficient value is positive at 0.183 which indicates that the relationship between communication and employee performance with the mediation of affective commitment is unidirectional.
10. Career development (X2) affects Employee Performance (Y2) with Mediation of Affective Commitment (Y1) has a coefficient: 0.125 is positive with *T-value*: 2.538 and *p-value*: 0.013. Where the indirect effect of career development on employee performance with affective commitment mediation is significant with a *t-value* of (2.538) > *t* table (1.96) and a *p-value* of (0.013 <0.05). The coefficient value is positive at 0.125 which indicates that the relationship between career development and employee performance with affective commitment mediation is unidirectional.

Therefore, the most influential structure on employee performance at BPS East Kalimantan Province is communication. To see the *output* results in the form of diagrams with *t-values* using *Smart-PLS 4* can be seen as follows:

Figure 2 *t-value* of Bootstrapping Results



Source: SmartPLS 4.0, processed by the author in 2024.

## V. DISCUSSION

### 3.1 The Effect of Workforce Diversity on Affective Commitment at BPS East Kalimantan Province

One important part of an organization's human resource management is how workforce diversity impacts affective commitment. Previous studies have shown that workforce diversity is very important (Hakim, et al., 2023). The results show that workforce diversity greatly impacts PT Putra Sumardi Perkasa's commitment. However, a similar finding with Munjuri (2012) is that workforce at various hypothesis testing

shows a significant relationship between employee performance and the average level of bank labor productivity. This occurs when employees are classified by gender, age, and education level. Another study (Amelia, 2017) showed that there was no relationship between workforce diversity and organizational commitment at the Surakarta City Office of the Ministry of Religious Affairs.

Other research in line with this study, research conducted by (Bangkitlah, et al., 2019), found that workforce diversity has a positive and significant impact on commitment to several Deposit Money Banks in Lagos State, Nigeria. This study shows that workforce diversity has a positive and significant impact on affective commitment at BPS East Kalimantan Province. This shows that differences between employees do not significantly affect the affective commitment of employees.

### **3.2 Communication Affects Affective Commitment at BPS East Kalimantan Province**

The results show that the effect of communication on affective commitment in BPS East Kalimantan Province is statistically positive and significant. This is in line with research conducted by (Wibowo, 2023), which found that professional competence and interpersonal communication have a positive and significant effect on the affective commitment of lecturers. At the Tourism Vocational College in West Java, interpersonal communication has a greater influence on increasing academic commitment. With a correlation coefficient of 0.520 and a path coefficient of 0.345, another study that is in line with this research conducted by Sudirman (2018) shows that interpersonal communication has a positive direct effect on affective commitment. This suggests that interpersonal communication benefits affective commitment. In other words, the affective commitment of STKIP Muhammadiyah Bone lecturers increases as a result of more interpersonal communication.

This study shows that open communication between staff of BPS East Kalimantan Province is essential to increase their engagement and trust in the organization. This can increase employees' affective commitment. Pagwai can feel valued and actively involved if they are given the opportunity to participate in the organizational communication process. This can increase affective commitment and increase the sense of belonging to the organization. Therefore, to increase affective commitment, companies should be able to provide communication policies and opportunities to their employees.

### **3.3 Career Development Affects Affective Commitment at BPS East Kalimantan Province**

The research shows that career development has a statistically positive and significant effect on affective commitment at BPS East Kalimantan Province. This shows that companies give employees the opportunity to get better because they encourage them to participate and motivate them.

The results of this study differ from previous research (Salmawati and Kurniawan, 2022), which shows that the effect of career development does not have a positive impact on the affective commitment of CV Harico Sleman Regency. However, this study (Muleya et al., 2022) shows that career development has a significant positive correlation with affective commitment. A parallel research fiber (Mariyah, 2019) shows that career development and affective commitment have a positive and significant effect on each other. Thus, career development is very important to increase the affective commitment of employees at PT Bank Rakyat Indonesia Bandung Martadinata Branch Tbk.

In an organization such as BPS (Central Bureau of Statistics) East Kalimantan Province, career development can have a major impact on professional commitment. A term "affective commitment" refers to how close an employee is to the organization they work for. In addition, organizations can make employees feel that their work is valued by the organization by providing recognition for their achievements through career development. This can increase employees' engagement and affective commitment. In the organization, they will feel more cared for and valued.

### **3.4 Workforce Diversity Affects Employee Performance at BPS East Kalimantan Province**

The results showed that workforce diversity has a statistically positive and significant effect on employee performance at BPS East Kalimantan Province. This shows that workforce diversity can benefit the performance of BPS East Kalimantan Province employees if managed properly. Previous research (Martanti and Kisytanto, 2018) shows that diversity in the workplace, both based on age, gender, and ethnicity, has a positive impact on employee performance at Petra Christian University Surabaya. This workplace diversity allows employees to work well together and arrive on time. Due to the diversity of the workforce in their workplace, this improves employee performance. According to other research in line (Ramadhani and Firmansyah, 2023), workforce demographic diversity has a significant and positive effect on employee performance at PT. "XYZ" High diversity is related to high levels of employee performance and plays an important role in organizational performance. The results of the study (Nathalie, 2023) show that the employee diversity factor does not affect the performance of PT Jaya Beton Indonesia. This suggests that if diversity in age, tenure, and education level can be addressed without creating a social divide, it can have a positive impact on employee performance.



It shows the diversity of the workforce, backgrounds, experiences, and thoughts. This can encourage creativity, innovation, and creative solutions to problems at hand. However, to capitalize on workforce diversity, management must manage and encourage a work culture that values everyone's work. This includes creating policies that support diversity, educating people on diversity issues, and ensuring that promotions and rewards are given based on merit, not background or identity.

### **3.5 The Effect of Communication on the Performance of BPS East Kalimantan Province**

According to the research results, communication has a positive and significant effect on employee performance at BPS East Kalimantan Province. This shows that clear and open communication helps employees understand organizational goals and responsibilities well. This reduces confusion and makes employees more focused on work, which results in better performance.

Previous studies in line (Sitompul, et al., 2018) show that communication has a positive and significant effect on employee performance at PT Harapan Bersama Lestari Medan. This shows that effective communication not only between employees and the agency but also among fellow employees can improve the operational efficiency of the agency. Clear and timely notifications can reduce errors and increase productivity.

Other related research (Dewi, 2018) shows that interpersonal communication has a positive and significant impact on the performance of staff at Grand Artos Hotel & Convention, Magelang. This shows that the role of communication in this study in improving employee performance. There is a reason why the performance of employees at the hotel is influenced by their ability to communicate. Employees consider communication skills very important to convey messages, so that they can continue to work well. Secondly, employees who can communicate well will be able to establish positive relationships, which will allow them to maintain their performance in serving customers.

The implication is that BPS East Kalimantan can consider increasing communication training for employees. This can help strengthen their communication skills, which in turn can improve their performance at work. Communication at BPS East Kalimantan Province makes many employees feel heard and valued in the process of work. This can improve employee performance in the agency.

### **3.6 Career Development Affects the Performance of Employees of BPS East Kalimantan Province**

The results showed that career development has a positive and significant impact on employee performance at BPS East Kalimantan Province. This shows that BPS East Kalimantan Province can achieve the agency's strategic goals more efficiently and improve employee performance through effective career development.

Similar research conducted by (Yolinza and Marlius, 2023) found that employee performance at BKPSDM South Solok Regency is strongly influenced by career development. Another study (Sari and Rahyuda, 2022) showed that career development has a positive and significant impact on employee performance; if companies implement career development better, employee performance will be better. This explains that by providing complete information about promotions in the company, career development can be improved and employees can have a better understanding of their career path in the company.

Previous research that produced the same findings (Andriani, 2019) showed that there is a positive relationship between career development and employee performance at the Ministry of Religion of Gowa Regency; this variable has a significant impact. Therefore, companies must manage and develop careers properly to maintain employee productivity and encourage them to always do their best, avoiding work frustrations that can reduce company performance.

Thus, effective career development can increase employee motivation and their attachment to the organization. If employees feel that their organization prioritizes their career development, they tend to be more motivated to do their best at their workplace. Effective career development can improve employee performance, which can have a positive impact on the quality of services provided by the organization. More accurate and timely statistics can support better policies and decision-making.

### **3.7 Special Commitment Affects the Performance of East Kalimantan Province BPS Employees**

The results showed that affective commitment has a positive and significant impact on employee performance at BPS East Kalimantan Province. This shows that employees with high levels of affective commitment tend to be more motivated to make their best contributions to the company. They feel emotionally attached to the goals and values of the agency, which encourages employees to exert more effort and devote their attention to the work they have.

A related study (Ramadhan et al., 2022) shows that affective commitment has a positive and significant impact on employee performance of the Labuhan Batu Regency Regional Revenue Agency. Another parallel study (Aprillianto, et al., 2019) shows that affective commitment has a positive and significant impact on

employee performance; thus, it can be concluded that by increasing affective commitment, the performance of employees of the General and Personnel Section of the East Kutai Regency Secretariat can be improved.

The results of this study support previous research (Saputro, 2018) which shows that OCB at Adira Multi Finance Yogyakarta Branch has a positive impact partially and significantly from affective commitment. This shows that commitment helps see very important behaviors, such as performance, attendance, and employee turnover. Committed and loyal employees will work as much as possible to achieve good performance. In addition, agencies must be able to build trust, because trust creates commitment. Employees will not gain trust if they are only treated as a component of production, not as an important agency asset.

This means that employees with high affective commitment tend to feel satisfied with their jobs and are more motivated to do better work. This can result in increased productivity and quality of employee work. Employees who are highly affective committed tend to be more loyal and faithful to their organization. They will be more determined to remain at BPS East Kalimantan Province and give their best contribution.

### **3.8 Affective Commitment of Employees at BPS East Kalimantan Province**

The results showed that workforce diversity has a statistically positive and significant effect on performance, with affective commitment of employees at BPS East Kalimantan Province. This shows that workforce diversity has a positive impact on the performance of employees working in the company through commitment. Previous research in line (Divya and Ganesh, 2021) shows that workforce diversity increases affective commitment. This shows that the company is trying to improve the performance of its employees. According to another study conducted by (Jnaneswar and Gayathri, 2022), the combined effect of workforce diversity and organizational commitment on job performance is greater than the individual effect.

BPS East Kalimantan Province should consider workforce diversity as a factor that can improve performance. This could include training programs to improve teamwork and creating a welcoming work environment for all team members. To improve workforce diversity performance, employees' affective commitment, which includes a sense of emotional attachment and identification with the organization, is essential. To increase employee commitment, BPS East Kalimantan should recognize employee achievements, provide adequate support, and create a friendly work culture.

### **3.9 The Effect of Communication on Performance Through Employee Commitment**

The results showed that communication affects performance through affective commitment of employees at BPS East Kalimantan Province in a statistically positive and significant manner. This shows that clear and good communication between fellow employees affects employee performance to be more productive and results in high commitment so that employees can stay in the organization for a long period of time.

Previous research that is in line was conducted by (Magribi, 2020) proving that communication and affective commitment have a significant influence on employee performance at BMT Semarang City. Other research conducted by (Pangendaheng, 2018) proves that communication and affective commitment have a positive and significant influence on the performance of Bank Mayapada employees, Mapan Indah Shophouse Branch.

Another similar study conducted by (Darmawan, 2015) proves that communication and affective commitment have a positive and significant influence on the performance of Palu City Inspectorate employees. Based on these results, it can be stated that in general the performance of employees at the Inspectorate of Palu City will increase if supported by communication, increased and better organizational commitment owned by employees. This means that the better communication that occurs between employees, a strong commitment to the organization and high motivation owned by employees will further improve employee performance.

The implication of this study is that communication has a significant influence on employees' affective commitment and ultimately on performance, so special attention is needed to the development of communication skills at all levels of the organization. Training programs specifically designed to improve effective communication skills for management and staff at BPS East Kalimantan Province can provide significant benefits. Effective communication is often rooted in an open, transparent organizational culture. Therefore, it is important for BPS East Kalimantan Province to pay attention to and strengthen an organizational culture that encourages open communication, exchange of ideas, and employee involvement.

### **3.10 Career Development and Affective Commitment of Employees at BPS East Kalimantan Province**

The results showed that career development affects performance through affective commitment of employees at BPS East Kalimantan Province statistically positively and significantly. This shows that employee career development through training and promotion opportunities has been carried out by the agency which affects the performance of each employee, and increases the commitment of employees by feeling ownership, feeling part of the agency, and attachment between employees and the agency.



Previous research in line conducted by (Oktapiani, 2019) proved that career development has a positive and significant relationship to employee commitment and performance at PT PLN (Persero) Riau Region and Riau Islands Rayon Taluk Kuantan. This means that the agency always pays close attention to the abilities of employees and maintains good relations with fellow employees. As well as involving employees in various matters to develop performance and commitment within the agency. Another similar study conducted by (Budiana, et al., 2021) proves that career development has a positive and significant effect on the commitment and performance of the Karangasem District Head Office. This means that if career development is getting better, employee performance and affective commitment will increase, and vice versa, if career development is poor, employee performance and affective commitment will decrease. Previous research conducted by (Risnawati and Suryalena, 2018) proved that career development and commitment have a significant effect on the performance of employees of Mutiara Merdeka Hotel Pekanbaru. This explains that the agency provides a skills development program that is relevant to the hospitality industry, which causes employees to have a relationship with the agency and makes performance in the agency more advanced and developed.

The implication is that research shows that when employees feel a strong emotional attachment to their organization, they tend to be more committed to their jobs and perform better. With career development for employees, organizations can increase their commitment and ultimately improve their performance. This relationship underscores the importance of fostering a work environment that supports, values and nurtures employee growth and development. Therefore, it is important for BPS East Kalimantan Province to pay attention to the relationship between career development, affective commitment, and employee performance in an effort to improve organizational effectiveness.

## **V. CONCLUSION**

Based on the results of the analysis and hypothesis testing and discussion that has been described, several things can be concluded, namely:

1. Workforce diversity has a positive effect on affective commitment at BPS East Kalimantan Province. The results of this study indicate that the workforce diversity of experienced employees has a positive influence in the organization which will create a harmonious and comfortable relationship between employee colleagues and superiors. While work ethics and characteristics of senior employees have a commitment to the responsibilities of the agency will make employees comfortable with their work.
2. Communication has a positive effect on affective commitment at BPS East Kalimantan Province. The results of this study indicate that communication is very important in establishing relationships between fellow employees. In addition, openness builds comfortable trust in the BPS office of East Kalimantan Province.
3. Career development has a positive effect on affective commitment at BPS East Kalimantan Province. The results of this study indicate that career development requires high education and training owned by employees, so employees can complete their tasks well so as to increase affective commitment at BPS East Kalimantan Province.
4. Workforce diversity has a positive effect on employee performance at BPS East Kalimantan Province. The results of this study indicate that workforce diversity in terms of timeliness and good work speed will complete work within the time period with the number of tasks specified quickly and accurately. While employee ability will make employees contribute new ideas that can improve the quality of work and work together to coordinate between work teams.
5. Communication has a positive effect on employee performance at BPS East Kalimantan Province. The results of this study indicate that communication and openness have an effect on building trust and can overcome obstacles in communicating in employee performance. The higher the employee communication, the higher the level of employee performance through effective communication.
6. Career development has a positive effect on employee performance at BPS East Kalimantan Province. The results of this study indicate that career development can also increase employee loyalty to the agency. When employees feel that the agency pays attention to their career development, they tend to be more loyal and committed to contributing the best performance for the success of the agency.
7. Affective commitment has a positive effect on employee performance at BPS East Kalimantan Province. The results of this study indicate a strong affective commitment to the agency, employees will be more motivated to work hard, cooperate with coworkers and take the initiative in improving performance within the agency.
8. Workforce diversity has a positive effect on performance through affective commitment of employees at BPS East Kalimantan Province. The results of this study indicate that workforce diversity within the agency, including differences in age, education, and gender, can improve employee performance and commitment at BPS East Kalimantan Province.

9. Communication has a positive effect on performance through affective commitment of employees at BPS East Kalimantan Province. The results of this study indicate that effective communication plays an important role in improving employee performance at BPS East Kalimantan Province through increased affective commitment. Good communication can strengthen the bond between employees and the agency, thus increasing their level of involvement and dedication to their work. Thus, effective communication can be one of the key factors in creating a productive and positive work environment.
10. Career development has a positive effect on performance through affective commitment of employees at BPS East Kalimantan Province. The results of this study indicate that career development has a positive impact on employee performance at BPS East Kalimantan Province through increased affective commitment. When employees feel that the agency provides opportunities for employee career development, employees tend to feel more emotionally attached to the agency. This can increase employees' motivation, engagement, and dedication in carrying out their duties, which in turn contributes to improved overall performance.

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