Enhancement of Organizational Commitment among Management Trainee Graduates: The Influence of Training, Career Development, and Work-Life Balance Mediated by Work Motivation

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Abstract

Organizational commitment is a critical variable in reducing employee turnover intentions. Enhancing organizational commitment can be facilitated through factors such as training, career development, work-life balance, and work motivation. The objective of this research is to identify the significant direct impact of training, career development, and work-life balance on organizational commitment and work motivation, as well as to demonstrate the significant indirect impact mediated by work motivation between training, career development, and work-life balance on organizational commitment. This study was conducted on staff employees who are graduates of the Management Trainee program at Company Group X, with a sample size of 202 respondents, utilizing probability sampling techniques. The independent variables in this study include training (X1), career development (X2), and work-life balance (X3), while the mediating variable is work motivation (Z), and the dependent variable is organizational commitment (Y). The research data were analyzed using the Structural Equation Model-Partial Least *Square* (SEM-PLS) method with Likert scale measurements. The hypothesis testing results indicate a positive and significant influence of training (X1), career development (X2), work-life balance (X3), and work motivation (Z) on organizational commitment (Y), as well as a positive and significant influence of training (X1), career development (X2), and work-life balance (X3) on work motivation (Z). The indirect influence hypothesis test shows that training (X1), career development (X2), and work-life balance (X3) have a positive and significant effect on organizational commitment (Y) mediated by work motivation (Z).

Keywords: Organizational Commitment, Work Motivation, Training, Career Development, Work-Life Balance.

A. INTRODUCTION

Turnover has become a pervasive phenomenon across all industrial sectors in recent years. The high turnover rate is a critical adversely affects overall profitability (Falahat et al., 2019). Reducing turnover intentions can be achieved by enhancing employees' organizational commitment, which is inversely related to employee

turnover (Serhan et al., 2022). Organizational commitment is perceived as an employee's desire to remain a part of the organization, where employees not only care about the organization but also strive to maintain their membership within it (Nabahani & Setyo, 2020).

One work program specifically designed for the millennial generation is the Management Trainee (MT) program. The MT program is an implementation of talent management, wherein managers play a crucial role, ensuring that human resource management is conducted effectively and efficiently (Karasar & Öztürk, 2014). However, the MT program requires improvement due to the high turnover intentions among its participants each year (Wijayanti, 2017).

Research related to the turnover intentions of the millennial generation has been extensively conducted (Sam et al., 2023; Sinaga & Rikardo, 2024) However, studies focusing on turnover intentions among MT participants have only been carried out by Wijayanti (2017). This study presents similar phenomena to Wijayanti (2017) with a high level of turnover intentions among staff graduates of the MT program. The novelty of this research lies in examining the dependent variable, organizational commitment, of MT staff graduates, all of whom fall under the millennial category. This topic is compelling as it can aid companies in improving performance by enhancing the organizational commitment of MT staff graduates.

A survey conducted by The Deloitte Global (2022) identified several factors influencing employees' organizational commitment to the company, such as training and development opportunities, financial benefits like high salaries, positive work culture, career development, job significance, flexible work models, and work-life balance.

Training it's a significant influence good on employees' work motivation, where better training provided by the company will increase each employee's work motivation. Training and development conducted by companies contribute to the enhancement of employees' organizational commitment. Training is considered a predictor of affective commitment among employees (Riyanto et al., 2023).

Good career development can enhance employees' work motivation, which in turn impacts their organizational commitment. Career development is a method organizations use to support increased employee productivity, enabling them to better adapt to future work system developments and changes (Loyarte-López et al., 2020). Career development positively and significantly influences the enhancement of organizational commitment, as supported by research conducted by Hosen et al (2024) and Jasrol et al (2022).

An imbalance between work and personal life can lead to employees experiencing stress and discomfort (Soelton, 2023). Effective management of work-life balance by the organization will enhance employees' organizational commitment (Yap & Badri, 2020). Work-life balance significantly contributes to employees' health and well-being, helping reduce stress and prevent workplace burnout. This comfortable condition motivates employees to strive to remain part of the organization (Hasan & Muafi, 2023).

Motivation is considered a fundamental process involving employees' needs that will change behavior to achieve organizational goals (Hanafi & Tantri, 2021). Research conducted by Astiti & Surya (2020) found a positive and significant relationship between work motivation and organizational commitment. Higher levels of employee motivation result in increased organizational commitment.

The objective of this research is to demonstrate that the variables of training, career development, and work-life balance significantly influence the organizational commitment of MT staff graduates, mediated by work motivation.

B. METHOD

This study adopts a quantitative research approach, employing surveys and questionnaire methods for data collection, which will be distributed online using Google Forms. The study was carried out across seven business units of Group X, located in North Sumatra (Meand, Rantau Prapat) and Riau (Duri, Dumai) provinces, with a sample size of 202 respondents from a total population of 408 MT graduate staff. Group X is a manufacturing company involved in palm oil processing and its derivative products. The questionnaire employed a Likert Scale with five levels: 1. Strongly Disagree (STS); 2. Disagree (TS); 3. Neutral (N); 4. Agree (S); 5. Strongly Agree (SS) (Msuya & Kumar, 2022) . Data analysis was conducted using Partial Least *Square* (PLS) with SEM-PLS software version 3.0.

The independent variables in this study are training (X1), career development (X2), and work-life balance (X3). The dependent variable is organizational commitment (Y), and the mediating variable is work motivation (Z). The training variable (X1) was adopted from the study by EL Hajjar & Alkhanaizi (2018), the career development variable (X2) from Weng et al (2010), he work-life balance variable (X3) from Fisher et al (2009), the work motivation variable (Z) from Tremblay et al (2009) and the organizational commitment variable (Y) from Allen & Meyer (1990).

C. RESULTS AND DISCUSSION

Results

This study presents the respondent demographics, including gender, age, tenure, highest education level, and job level. Table 1 provides the characteristics of the respondents as follows:

Table 1. Respondent Characteristics

Description	Category	Number of Respondents
Gender	Male	183
	Female	19
Age	20-23 Years	20
	24-27 Years	127
	28-31 Years	51
	32-35 Years	3
	36-39 Years	1

Years of Service	< 1 Years	31
	2 - 4 Years	150
	5 - 7 Years	19
	8 - 10 Years	2
Highest Education Level	D3	-
	D4/S1	202
	S2	-
Job Level	Asisten Supervisor (Asv)	175
	Supervisor (Spv)	24
	Asisten Manager (Asm)	3

Measurement Model Analysis (*Outer Model*)

The measurement model analysis is used to demonstrate how indicators represent latent variables. This analysis comprises several tests as follows:

Convergent Validity Test

The convergent validity test is performed to validate the properties of the measurement model. Indicators within the latent variables are deemed to have good validity if their loading factors exceed 0.60 (Dash & Paul, 2021). Based on the analysis of the loading factor results, it can be inferred that all indicators associated with the variables of training (X1), career development (X2), work-life balance (X3), work motivation (Z), and organizational commitment (Y) are valid, as their loading factor values exceed 0.60.

Average Variance Extracted (AVE)

The AVE (Average Variance Extracted) value signifies adequate convergent validity, indicating that it can explain more than half of the variance of the indicators on average. An acceptable AVE value is greater than 0.5 (Dash & Paul, 2021). According to Table 2, this obtained AVE values are above 0.5. This conclusion suggests that all constructs exhibit good convergent validity.

Table 2. Average Variance Extracted (AVE) Values

Variable	***Average Variance Extracted* (AVE)**
Organizational Commitment	0.606
Work Motivation	0.587
Training	0.675
Career Development	0.629
Work-life Balance	0.621

Source: Processed Research Data (2024)

Discriminant Validity Test

Discriminant validity is evaluated by comparing the target construct's value to those of other constructs, with a value of 0.70 or higher indicating strong discriminant validity (Cheung et al., 2023). The conclusion drawn from this test is that all indicators

exhibit strong and significant discriminant validity, as their cross-loading factor values exceed 0.70.

Reliability Test

Reliability may be appraised via two methodologies: Cronbach's alpha and composite reliability indices. To be adjudged as robust and noteworthy, both Cronbach's alpha and composite reliability indices ought to surpass the threshold of 0.70 (Cheung et al., 2023). As delineated in Table 3, which enumerates Cronbach's alpha and composite reliability indices exceeding 0.70, it can be inferred that all variables exhibit both significance and reliability.

Table 3. Cronbach's Alpha and Composite Reliability Values

Variable	Cronbach's Alpha	Composite Reliability	Rule of Thumb	Model Evaluation
Organizational Commitment	0.907	0.925	> 0.70	Reliable
Work Motivation	0.958	0.962		Reliable
Training	0.974	0.976		Reliable
Career Development	0.957	0.962		Reliable
Work-life Balance	0.961	0.965		Reliable

Source: Processed Research Data (2024)

Structural Model Analysis (*Inner Model*)

This measurement model elucidates the robustness of the interrelationships among constructs. The inner model is appraised by scrutinizing the proportion of variance elucidated. The structural model analysis for this study is delineated as follows:

Figure 1. Structural Model and Path Coefficient Values

R-*Square* Analysis

Table 4 displays the R-*Square* values for each variable. These values are used to evaluate the latent constructs and the magnitude of their structural path coefficients

Table 4. R-*Square* Values for Each Variable

Variable	R-*Square*
Work Motivation (Z)	0,495
Organizational Commitment (Y)	0,531

Source: Processed Research Data (2024)

There are three thresholds for R-*Square* values: an R-*Square* > 0.67 is considered substantial, an R-*Square* > 0.33 is considered moderate, and an R-*Square* < 0.19 is considered weak (Fauziyana et al., 2022). The conclusion from this analysis is that the variables work motivation (Z) and organizational commitment (Y) have moderate predictive power. Specifically, training (X1), career development (X2), and work-life balance (X3) collectively explain 49.5% of the variance in work motivation (Z), with the remaining 50.5% attributable to other factors not included in this study. For

organizational commitment (Y), these variables explain 53.1% of the variance, leaving 46.9% to be influenced by other variables outside the scope of this research.

Q-*Square* Analysis

Table 5 shows the Q-*Square* values, reflecting the model's predictive relevance.

Table 5. Q-*Square* Test Values

Variabel	Q-*Square*
Work Motivation (Z)	0,282
Organizational Commitment (Y)	0,313

Source: Processed Research Data (2024)

A Q-*Square* value exceeding 0 signifies that the model possesses predictive relevance, while a Q-*Square* value below 0 suggests limited predictive relevance. Furthermore, a Q-*Square* value above 0.35 denotes a large effect, above 0.15 indicates a medium effect, and below 0.02 signifies a small effect (Fauziyana et al., 2022). he Q-*Square* test results for the variables Work Motivation (Z) and Organizational Commitment (Y) suggest they have a medium effect.

F-*Square* Analysis (Effect Size)

Table 6 displays the F-*Square* values, which aim to assess the quality of the research model.

Table 6. F-*Square* Test Values

	KL	MA
Organizational Commitment		
Work Motivation	0.072	
Training	0.022	0.041
Cateet Development	0.031	0.18
Work-life Balance	0.125	0.083

Source: Processed Research Data (2024)

The interpretation of F-*Square* values is as follows: F-*Square* > 0.35 indicates a strong effect and a well-fitting model, F-*Square* > 0.15 indicates a medium effect, F-*Square* > 0.02 indicates a small effect, and F-*Square* < 0.02 indicates no effect (Fauziyana et al., 2022). From this, we can conclude that Training (X1) and Work-Life Balance (X3) have a small effect on Work Motivation (Z). Conversely, Career Development (X2) has a medium effect on Work Motivation (Z). Furthermore, Training (X1), Career Development (X2), Work-Life Balance (X3), and Work Motivation (Z) all have a small effect on Organizational Commitment (Y).

Figure 2. Hypothesis Testing

The hypothesis testing analysis in this study includes two components: direct effect hypothesis testing and indirect effect (mediation) hypothesis testing, as presented in Table 7.

Table 7. Hypothesis Testing

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Training (X1) → Organizational Commitment (Y)	0.125	0.128	0.073	1.973	0.045
Cateet Development (X2) → Organizational Commitment (Y)	0.172	0.159	0.082	2.090	0.019
Work-Life Balance (X3) → Organizational Commitment (Y)	0.324	0.327	0.067	4.864	0.000
Work Motivation (Z) → Organizational Commitment (Y)	0.259	0.268	0.110	2.361	0.009
Training (X1) → Work Motivation (Z)	0,174	0,166	0,062	2,805	0,003
Cateet Development (X2) → Work Motivation (Z)	0,396	0,402	0,066	6,002	0,000
Work-Life Balance (X3) → Work Motivation (Z)	0,263	0,267	0,061	4,332	0,000
Training (X1) → Work Motivation (Z) → Organizational Commitment (Y)	0.045	0.044	0.025	1.989	0.037
Cateet Development (X2) → Work Motivation (Z) → Organizational Commitment (Y)	0.102	0.111	0.054	1.995	0.029
Work-Life Balance (X3) → Work Motivation (Z) → Organizational Commitment (Y)	0.068	0.072	0.036	1.996	0.029

Source: Processed Research Data (2024)

Discussion

Training exerts this positive and significant influence on Organizational Commitment is substantiated by a path coefficient of 0.125, indicating a positive effect. The T-Statistic of 1.973 exceeds the T-Table value of 1.960, and the P-Value of 0.045 is below the threshold of 0.05, indicating statistical significance. Consequently, the first hypothesis (H1) is accepted. These findings are corroborated by the research of Hosen et al (2024) and Houlding & Riaz (2022) which demonstrated that training significantly and positively impacts organizational commitment. Training facilitates open access for employee participation and fosters a sense of fairness in the workplace, thereby enhancing the emotional attachment between employees and the organization.

Career Development it has a positive and significant impact on Organizational Commitment. This is evidenced by a path coefficient of 0.172, indicating a positive effect. The T-Statistic of 2.090 surpasses the T-Table value of 1.960, and the P-Value of 0.019 is less than 0.05, confirming statistical significance. Thus, the second hypothesis (H2) is accepted. This conclusion is supported by the studies of Ichand et al (2023) and Hosen et al (2024) which found that career development significantly enhances employee commitment. Effective career development initiatives contribute to increased employee commitment.

Work-life balance exerts a positive and significant effect on Organizational Commitment. This is demonstrated by a path coefficient of 0.324, indicating a positive influence. The T-Statistic of 4.864 is substantially higher than the T-Table value of 1.960, and the P-Value of 0.000 is well below the threshold of 0.05, confirming its significance. Therefore, the third hypothesis (H3) is accepted. Research conducted by Li (2018) and Shabir & Gani (2020) also supports the significant positive relationship between work-life balance and organizational commitment. Work-life balance is a critical predictor of organizational commitment, as it encourages employees to maintain their dedication to the organization.

Work Motivation has a positive and significant impact on Organizational Commitment. The path coefficient of 0.259 signifies a positive effect. The T-Statistic of 2.361 exceeds The T-Table value of 1.960, and the P-Value of 0.009, is below the 0.05 threshold, indicating significance. Hence, the fourth hypothesis (H4) is accepted. Studies by Salleh et al (2016) and Yang & Yeh (2018) found a significant positive relationship between work motivation and organizational commitment. Enhancing organizational commitment is mainly accomplished by increasing work motivation through fair compensation, job security, and opportunities for self-actualization, ultimately leading to optimal organizational commitment among employees.

Training has a positive and significant effect on Work Motivation. This is demonstrated by a path coefficient of 0.174, indicating a positive impact. The T-Statistic of 2.805 surpasses the T-Table value of 1.960, and the P-Value of 0.003 is less than 0.05, confirming significance. Thus, the fifth hypothesis (H5) is accepted. Career Development has a positive and significant impact on Work Motivation. The path coefficient of 0.396 signifies a positive effect. The T-Statistic of 6.002 exceeds the T-Table value of 1.960, and the P-Value of 0.000 is less than 0.05, indicating significance. Therefore, the sixth hypothesis (H6) is accepted. Work-life balance it exerts a positive and significant effect on Work Motivation, as indicated by a path coefficient of 0.263, reflecting a positive influence. The T-Statistic of 4.332 substantially exceeds the T-Table value of 1.960, and the P-Value of 0.000 is well below the 0.05 threshold, thereby confirming its statistical significance. Therefore, the seventh hypothesis (H7) is accepted.

Training it has a positive and significant effect on Organizational Commitment through Work Motivation. This is substantiated by a path coefficient of 0.045, indicating a positive influence. The T-Statistic of 1.989 surpasses the T-Table value of 1.960, and the P-Value of 0.037 is below 0.05, indicating significance. Therefore, the

eighth hypothesis (H8) is accepted. Research by Ozkeser (2019) also supports the significant positive impact of training on employee motivation. Effective training programs enhance work motivation and job performance.

Career Development has a positive and significant effect on Organizational Commitment through Work Motivation. The path coefficient of 0.102 indicates a positive influence. The T-Statistic of 1.995 exceeds the T-Table value of 1.960, and the P-Value of 0.029 is less than 0.05, confirming significance. Hence, the ninth hypothesis (H9) is accepted. This finding is supported by research conducted by Jasrol et al (2022) which demonstrated a significant positive effect of career development through work motivation on organizational commitment.

Work-life balance exerts a positive and significant influence on Organizational Commitment through Work Motivation. This is demonstrated by a path coefficient of 0.068, indicating a positive impact. The T-Statistic of 1.996 exceeds the T-Table value of 1.960, and the P-Value of 0.029 is below the 0.05 threshold, confirming its significance. Consequently, the tenth hypothesis (H10) is accepted. This finding aligns with research conducted by Oktosatrio (2018) which identified a significant positive relationship between work-life balance and work motivation, leading to enhanced organizational commitment.

D. CONCLUSION

The conclusions drawn from this research are as follows: (a) Training has a direct positive and significant effect on Organizational Commitment. (b) Career Development has a direct positive and significant effect on Organizational Commitment. (c) Work-life balance has a direct positive and significant effect on Organizational Commitment. (d) Work Motivation has a positive and significant impact on Organizational Commitment. (e) Training has a direct positive and significant effect on Work Motivation. (f) Career Development has a direct positive and significant effect on Work Motivation. (g) Work-life balance has a direct positive and significant effect on Work Motivation. (h) Training, through Work Motivation, positively and significantly influences Organizational Commitment. (i) Career Development, through Work Motivation, positively and significantly influences Organizational Commitment. (j) Work-life balance, through Work Motivation, positively and significantly influences Organizational Commitment.

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