The Influence of Rewards and Career Development on Employee Job Satisfaction at the Aceh Personnel Agency: The Mediating Role of Organizational Commitmen

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Abstract

This study aims to analyze the influence of rewards and career development on employee job satisfaction at the aceh personnel agency: the mediating role of organizational commitmen. This research applies an individual-level analysis, involving a population and sample comprising 143 employees of the Aceh Personnel Agency. The data were analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique. The findings reveal that rewards have a positive and significant effect on employee job satisfaction at the Aceh Personnel Agency. Similarly, career development also has a positive and significant effect on job satisfaction. In addition, rewards and career development both have a positive and significant impact on organizational commitment. Furthermore, organizational commitment positively and significantly influences employee job satisfaction. The study also finds that organizational commitment significantly mediates the relationship between rewards and job satisfaction, as well as between career development and job satisfaction.

Keywords: Rewards, Career Development, Job Satisfaction, Organizational Commitment

Introduction

The Aceh Personnel Agency is a government institution responsible for managing personnel affairs within the Aceh provincial government. The Aceh Personnel Agency plays a critical role in the management and development of human resources for the state civil apparatus, encompassing activities such as workforce planning, appointments, transfers, promotions, training and development, performance evaluation, and the dismissal of civil servants in Aceh Province. In addition, BKA serves as a liaison between the central and regional governments on personnel-related policies, in accordance with prevailing laws and regulations governing civil service in Indonesia.

The Aceh Personnel Agency is responsible for establishing an employee performance appraisal system. A fair, transparent, and indicator-based appraisal system can enhance employee satisfaction, as employees feel valued and evaluated based on their actual performance. Conversely, a poor or non-objective appraisal system may lead to decreased job satisfaction. In addition, The Aceh Personnel Agency is also responsible for formulating various policies related to employee welfare, including salaries, benefits, and other forms of compensation. An adequate compensation system that aligns with employees' workload and responsibilities is essential for improving job satisfaction.

Awards in government institutions serve as a form of recognition or compensation granted to civil servants or state civil apparatus for their performance, achievements, and contributions in fulfilling their duties and responsibilities in public service. Although the nature of awards in the public sector often differs from those in the private sector, the underlying objective remains the same: to enhance motivation, productivity, and job satisfaction. Both financial and non-financial awards are key factors influencing the level of employee job satisfaction. Employees with exceptional skills or accomplishments in specific fields may be granted higher functional positions or even structural roles that offer greater authority in decision-making. When implemented effectively and equitably, award systems can boost employee motivation, productivity, well-being, and loyalty ultimately leading to increased job satisfaction (Marwan & Alhadar, 2024) .

In addition, career development is one of the key factors that can influence employee job satisfaction. Career development through training, workshops, courses, or a broader range of work experiences can enhance employees' skills and knowledge. When employees feel more capable and competent in their roles, they are more likely to experience greater job satisfaction, as they are better equipped to face challenges with confidence and effectiveness. Research findings indicate that career development has a positive and significant effect on employee job satisfaction. The research results from Febrianti et al. (2020) found that career development positively and significantly influences employee job satisfaction.

Rewards and career development not only influence employee job satisfaction but also have an impact on organizational commitment. Rewards provided to employees foster a sense of belonging and ownership toward the organization. When employees feel appreciated through fair compensation and meaningful recognition, they are more likely to become engaged and committed to contributing their best efforts to the organization. Rewards also play a vital role in strengthening the relationship between employees and management. Recognition from supervisors can create a positive emotional connection and enhance mutual trust, both of which are crucial for fostering organizational commitment. Research by Marwan & Alhadar (2024) found that rewards have a positive and significant effect on organizational commitment. Similarly, Alhammadi et. al., (2021) reported that rewards influence organizational commitment. Furthermore, a study by Ajmal et al. (2015) confirmed that rewards significantly and positively impact organizational commitment.

Organizational commitment, when considered as a mediating variable in the relationship between rewards and employee job satisfaction, offers an effective framework for understanding how these factors are interrelated (Nuryadi et al., 2020). Effective reward systems enhance employees' commitment to the organization, and this increased commitment has a positive impact on job satisfaction (Jawaad et al., 2019). By recognizing this relationship, organizations can develop more effective strategies to improve job satisfaction by strengthening organizational commitment.

For instance, when organizations provide performance-based bonuses, they not only acknowledge employees' efforts but also signal that employee contributions are valued. Such recognition fosters a stronger emotional attachment to the organization. As employees feel more appreciated, they are likely to develop greater organizational commitment. This increased commitment, in turn, enhances job satisfaction, as employees perceive that their personal goals are aligned with those of the organization.

Organizational commitment serves as a mediating variable in the relationship between career development and employee job satisfaction. By enhancing career development opportunities, organizations can strengthen employee commitment, which in turn leads to increased job satisfaction (Seno et al., 2023). This approach fosters a positive work environment and supports the growth of both employees and the organization. For example, when an organization offers training programs aimed at improving employees' skills, it signals an investment in their development. When employees perceive that they have opportunities to learn and grow, they are more likely to feel committed to the organization (Marwan & Alhadar, 2024). This heightened sense of commitment contributes to greater job satisfaction, as employees recognize that the organization's investment in their development supports their personal and professional success.

One of the main challenges affecting job satisfaction at the Aceh Personnel Agency is the limited availability of career development opportunities within government institutions. Employees often perceive a lack of clear pathways for promotion or skill enhancement, which can diminish their motivation and overall job satisfaction. Furthermore, the rewards provided are often perceived as inadequate or not aligned with employee performance, further contributing to dissatisfaction. When employees feel that their efforts are not sufficiently recognized, their motivation declines, and their commitment to the organization may weaken.

Rewards and career development are essential factors in enhancing employee job satisfaction at the Aceh Personnel Agency, which in turn can strengthen organizational commitment. However, an unfair or poorly implemented reward system can negatively impact career development opportunities, ultimately resulting in reduced job satisfaction and organizational commitment among employees.

Literature Review
Employee Job Satisfaction

Job satisfaction refers to the extent to which an individual feels engaged, motivated, and valued in their role. It encompasses an evaluation of various factors, including working conditions, work-life balance, recognition, career development opportunities, and alignment with the organization's goals and mission (Tafese Keltu, 2024) and (Suleman & Hussain, 2018) . Job satisfaction also reflects an employee's emotional and cognitive responses to their job, shaped by elements such as compensation, interpersonal relationships, opportunities for advancement, and the overall work environment (Srimulyani et al., 2023) and (Muhammad Ekhsan, 2024). In essence, it captures both affective and evaluative dimensions of how employees perceive their work and workplace.

Job satisfaction plays a critical role in enhancing organizational performance and sustaining higher revenue (Garg et al., 2018). It is influenced by various indicators, including:

1. Work ability

   Refers to the skills, knowledge, and competencies that an employee possesses to effectively complete assigned tasks.

2. Employment Opportunity

   Involves an employee's prospects for securing future employment or promotions. These opportunities may include joining new projects, assuming higher responsibilities, or being transferred to more strategic roles.

3. Leadership Styl

   Concerns the management approach adopted by supervisors or leaders. Leadership style significantly impacts employee motivation, job satisfaction, and performance. Effective leaders provide support, constructive feedback, and clear direction.

4. Wages

   Represents the financial compensation or remuneration provided to employees in exchange for the work they perform.

5. Opportunity for Advancement

   Refers to the potential for career growth, including promotions, professional development, and expanded responsibilities. Transparent advancement opportunities can foster employee motivation, engagement, and loyalty.

6. Working Conditions

   Encompasses the physical and psychological aspects of the workplace, such as safety, comfort, cleanliness, and interpersonal relationships. Favorable working conditions contribute to employee well-being, satisfaction, and overall productivity.

Organizational Commitment

Organizational commitment refers to an individual's intention to maintain a long-term employment relationship with the organization, reflecting a strong sense of loyalty and willingness to contribute to the organization's goals (Yang & Li, 2023). This form of commitment is critical, as it influences employee behavior, performance, retention, and overall organizational productivity. Employees with high levels of commitment are typically more enthusiastic, dedicated, and motivated to contribute to the success of the organization (Thao et al., 2024) .

Organizational commitment also denotes the extent to which individuals identify with organizational values, feel proud to be part of the organization, and exhibit loyalty toward it. It encompasses trust in the organization, leadership, and colleagues, as well as the belief that the organization will fulfill employee needs and expectations. In some cases, organizational commitment also includes a calculative dimension, where individuals remain in the organization due to perceived costs of leaving, such as the loss of time, investment, or reputation (Din et al., 2024) .

In the context of government institutions, this study focuses on affective commitment a dimension that reflects emotional attachment to the organization. This focus is especially relevant in public service settings, where employees are driven not only by job-related factors but also by a deep commitment to the mission of serving the public. Civil servants are often engaged in work aimed at enhancing societal welfare, including sectors like healthcare, education, and infrastructure. Their strong emotional attachment to the social mission fosters a sense of pride and dedication to delivering quality services, despite not always receiving the financial benefits found in the private sector.

Based on the definitions above, organizational commitment can be understood as the degree of emotional attachment and loyalty employees feel toward their organization. This commitment is shaped by personal values, job

satisfaction, and perceptions of stability and growth within the organization. Employees who exhibit high levels of commitment are more likely to remain with the organization and actively contribute to its long-term success.

According to (Ly, 2024), organizational commitment can be measured using five key indicators:

1. Organizational discussion

    Refers to the quality and frequency of communication and dialogue within the organization. Effective discussions characterized by the open exchange of ideas, collaborative problem-solving, and participatory decision-making can enhance teamwork, trust, and employee satisfaction.

2. Organizational issues

    Encompasses the challenges and obstacles faced by the organization, such as internal conflicts, resource limitations, or structural inefficiencies. Employees' awareness and engagement in resolving these issues can reflect their commitment to the organization's well-being.

3. Ease of Attachment

    Denotes the degree to which employees feel emotionally and professionally connected to the organization. This includes loyalty, alignment with organizational values, and a strong sense of belonging, all of which contribute to sustained commitment.

4. Sense of Meaningfulness

    Indicates the perceived value and purpose of the job or the organization as interpreted by the employee. When individuals see their work as meaningful, they are more likely to remain engaged and committed to their roles.

5. Sense of Organizational Ownership

    Relates to the extent to which employees feel responsible for and take pride in the organization. This includes active participation in decision-making processes, accountability for outcomes, and emotional investment in organizational success.

Award

Rewards refer to any form of compensation provided by an organization to its employees as recognition for their contributions toward achieving organizational objectives. These rewards can be financial or non-financial in nature (Siregar et al., 2023). According to (Puni et al., 2018), rewards encompass both intrinsic forms (such as job satisfaction) and extrinsic forms (such as salary, bonuses, and benefits).

(Carbonell & Rodríguez-Escudero, 2016), further define rewards as any benefits received by employees in exchange for their contributions to the organization, which may include monetary compensation as well as non-monetary elements such as opportunities for career advancement. Similarly, (Ajmal et al., 2015) view rewards as a combination of financial and non-financial incentives designed to motivate employees and enhance retention.

Based on these perspectives, rewards can be broadly understood as all forms of appreciation or compensation given by an organization in recognition of employee contributions. The primary aim of rewards is to foster motivation, encourage performance, and enhance employee retention. Rewards may include financial components such as salaries and bonuses, or non-financial elements such as recognition, professional development, and career progression opportunities.

According to (Siregar et al., 2023) , the indicators used to measure employee appreciation are as follows:

1 Incentive

    Incentives refer to additional financial rewards or bonuses provided to employees as motivation for achieving specific goals or exceptional performance. These can include cash bonuses, commissions, or other forms of performance-based compensation intended to encourage higher productivity.

2 New Ideas

    This indicator reflects the encouragement and recognition of employees' creativity and innovation. New ideas refer to novel suggestions or improvements proposed by individuals or teams to enhance organizational processes, products, or strategies, often serving as a foundation for organizational development.

3 Performance Appraisal

    Performance appraisal is a systematic and formal evaluation conducted by supervisors to assess employee performance based on pre-determined goals, indicators, and performance targets. It serves as a tool for measuring employee contributions and aligning them with organizational expectations.

4 Regulation

This indicator pertains to organizational policies or internal rules that reward employees through promotions or the assignment of additional responsibilities. These practices are used as recognition for an employee's performance, competencies, and growth potential within the organizational structure.

5 Training

Training involves structured learning initiatives aimed at enhancing employees' knowledge, skills, and abilities. It is an essential component of employee development that enables individuals to perform their tasks more effectively and adapt to organizational needs.

6 Rewards

Rewards are the various forms of acknowledgment or appreciation received by employees in return for their contributions. These can be monetary (e.g., salaries, bonuses) or non-monetary (e.g., certificates, verbal recognition, awards).

7 Compensation

Compensation represents the complete set of financial and non-financial benefits received by employees in exchange for their labor. This includes base salary, allowances, bonuses, health insurance, and other incentive schemes provided by the organization.

Development Career

Career Development plays a crucial role in minimizing the gap between organizational demands and employees' career aspirations. It is a systematic process designed to prepare employees for new and higher-level roles within the organizational environment. Furthermore, career development initiatives enhance the skills necessary for both individual and organizational growth (Hosen *et al* ., 2024) .

Career development refers to the continuous process through which individuals make decisions about their professional paths, establish career goals, and acquire the competencies and experiences required to achieve those goals. This process includes a wide range of activities and behaviors undertaken throughout an individual's working life, emphasizing both personal growth and alignment with organizational expectations. Effective career development enables employees to achieve their professional aspirations and adapt to dynamic labor market conditions and career shocks.

Within the context of an organization, career development reflects the strategic effort to advance and enhance employee status through structured programs and opportunities. A well-implemented career development program motivates employees to perform at their best, which in turn improves overall organizational productivity. Essentially, career development is the process of enhancing an individual's knowledge, skills, and abilities in support of their career ambitions. It involves recognizing personal potential, setting future goals, and taking purposeful actions to reach those objectives. Over time, career development represents an ongoing journey that includes job changes, skill enhancement, and adaptation to shifts in the industry or job market (Minc *et al* ., 2024) .

Indicators for Measuring Career Development (Hosen *et al* ., 2023) :

1. Career Achievements

Career achievements refer to the tangible outcomes attained by individuals as a result of their efforts and performance in their profession. These include promotions, salary increases, awards, recognitions, and other personal or professional accomplishments that demonstrate progression along a career path.

2. Understanding the Need for Development career

This indicator reflects an individual's awareness of the importance of continuously enhancing skills, knowledge, and competencies to remain relevant, competitive, and effective in a dynamic labor market.

3. Career Planning Tools

Career planning tools consist of various resources and methods that assist individuals in charting their career trajectories. These may include personality assessments, interest inventories, skills evaluations, career guides, and software-based planning tools, all of which support individuals in identifying career goals, designing strategies, and managing their professional development effectively.

4. Career Management Program

A career management program is an organizational initiative designed to support employees in planning and

developing their careers within the organization. These programs often involve career coaching, mentoring, job rotation, and structured learning opportunities, enabling employees to realize their potential while aligning with organizational goals.

5. Career Support

Career support refers to the assistance provided to individuals to facilitate their career advancement. This can include career counseling, mentorship, access to educational resources, and opportunities to join professional networks all aimed at helping individuals achieve their career aspirations.

The theoretical framework illustrates the relationships between key concepts relevant to the phenomenon or problem under investigation. It serves as a guide to demonstrate how these concepts are interconnected and how they contribute to a deeper understanding of the research topic, particularly in the context of employee behavior and organizational dynamics. Based on the review of relevant literature and theoretical foundations, the conceptual framework of this study is presented in Figure 1.
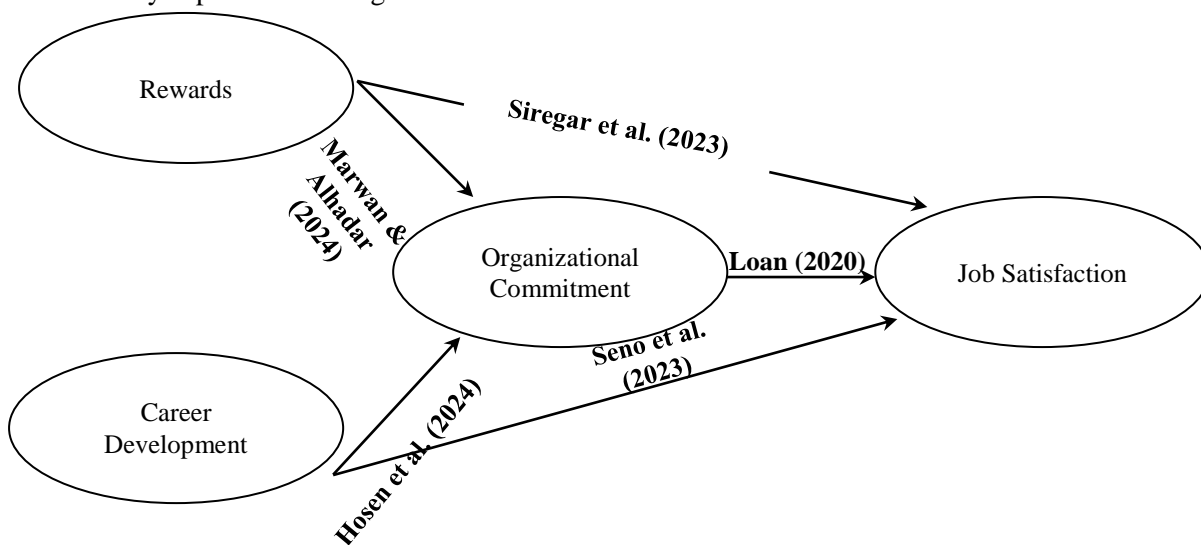

Figure 1. Research Framework

Research Methods

This study was conducted directly at the Aceh Personnel Agency (Badan Kepegawaian Aceh). The object of the research focuses on the variables of rewards and career development in relation to employee job satisfaction, with organizational commitment serving as a mediating variable.

According to Sugiyono (2019:80) a population is defined as a generalization area consisting of objects or subjects that possess certain qualities and characteristics as determined by the researcher for the purpose of analysis and conclusion. In this study, the research population consists of all 143 employees at the Aceh Personnel Agency. Given the relatively small population size, a census sampling technique was employed, whereby all members of the population were used as the research sample. A census is defined as a sampling technique where the entire population is included in the study.

The data analysis technique used in this research is Structural Equation Modeling (SEM) with a Variance-Based approach, also known as Partial Least Squares (PLS). SEM is a multivariate analysis method that integrates two sub-models: the outer model, which specifies the relationship between latent variables and their indicators, and the inner model, which describes the relationships between latent variables.

Descriptive Hypothesis

The first hypothesis (H1), which is a descriptive hypothesis, was tested using the one-sample t-test method. A cut-off value of 3.4 was used as the benchmark for evaluation. The results of this test are presented as follows:

Table 1. One Sample Test with Cut Off *Value* 3.40

Test Value = 3.40

	t	df	Sig. (2-tailed)	Mean Defference	95% Confidence Interval of the Difference	
					Lower	Upper
Job Satisfacation	4.230	142	0.000	0.27527	0.1466	0.4029
Rewards	5.889	142	0.000	0.33626	0.2234	0.4491
Career Development	4.783	142	0.000	0.31168	0.1828	0.4405
Organizational Commitment	5.027	142	0.000	0.34664	0.2103	0.4830

Source : Processed results 2025.

Based on the results of the descriptive hypothesis testing using the one-sample t-test, all tested dimensions show a significantly higher average score compared to the comparison value of 3.40 (categorized as "Good"). This is indicated by high t-values and p-values (Sig. 2-tailed) of 0.000 for all variables. These results statistically confirm that the hypothesis stating that the average perception of each dimension falls into the "Good" category is accepted.

Verification Hypothesis
Direct Hypothesis

Testing of the five direct hypotheses in this study was conducted using the Critical Ratio (CR) values obtained from the results of Structural Equation Modeling (SEM) analysis. The hypothesis is considered statistically significant if the CR value exceeds 1.96 and the p-value is less than 0.05. The results of this hypothesis testing can be seen in Table 4.14 below.
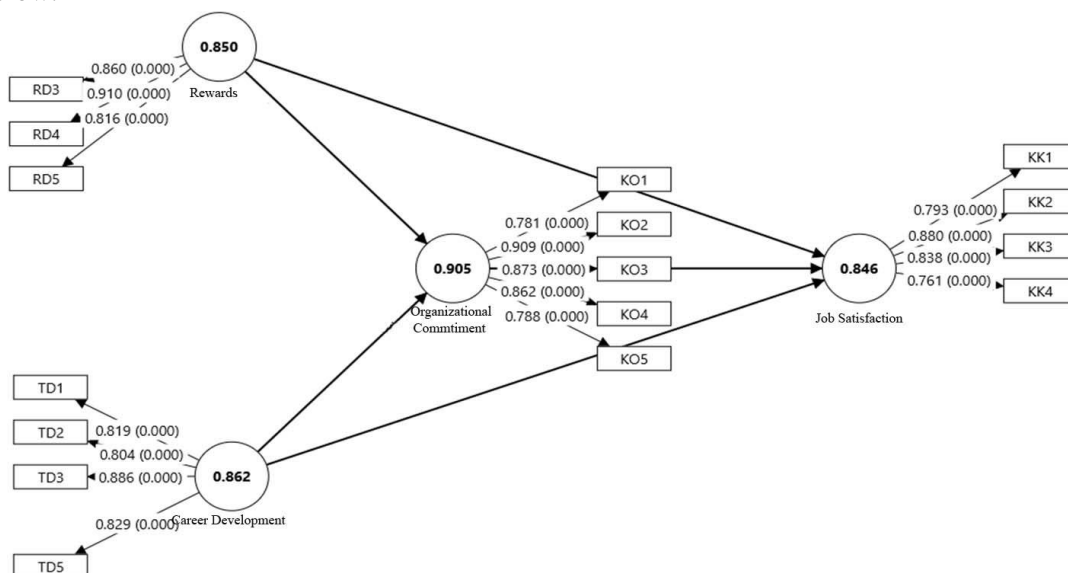

Figure 2. Structural Model For Proof Hypothesis

Furthermore, the results of the direct effect testing in this study are presented in Table 2, which outlines the magnitude, direction, and significance of the direct relationships between the research variables..

Table 2. *Regression Weight Structural Equational Model*

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistic (|O/STDEV|)	P values
Organizational Commitment -> Job Satisfaction	0.750	0.746	0.072	10.489	0.000
Career Development -> Job Satisfaction	0.361	0.363	0.093	3.880	0.000
Career Development -> Organizational Commitmen	0.376	0.379	0.070	5.341	0.000
Awards -> Job Satisfaction	0.416	0.417	0.078	5.360	0.000
Awards -> Organizational Commitment	0.522	0.520	0.058	9.034	0.000

Source: Processed Primary Data, (2025)

Indirect Hypothesis Testing

There are two mediation hypotheses in this study, which aim to test the indirect effects of the variables. The testing of these mediation hypotheses was conducted using the bootstrapping method, and the results are presented in Table 3.

Table 3. Indirect Hypothesis

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistic (|O/STDEV|)	P values
Career Development -> Organizational Commitment -> Job Satisfaction	0.282	0.281	0.054	5.260	0.000
Rewards -> Organizational Commitment -> Job Satisfaction	0.392	0.389	0.062	6.282	0.000

Source: Processed Primary Data, (2025)

Hypothesis Testing Conclusion

The hypothesis test results for both the direct effects and indirect effects in this study are presented in Table 3.

Table 3. Hypothesis Testing Results

Hypothesis	Original sample	T statistics	P values	Information
H_2 : Awards -> Job Satisfaction	0.416	5.360	0.000	H_2 accepted
H_3 : Career Development -> Job Satisfaction	0.361	3.880	0.000	H_3 accepted
H_4 : Awards ->Organizational Commitment	0.522	9.034	0.000	H_4 accepted
H_5 : Career Development ->Organizational Commitment	0.376	5.341	0.000	H_5 accepted
H_6 : Organizational Commitment -> Job Satisfaction	0.750	10.489	0.000	H_6 accepted
H_7 : Rewards -> Organizational Commitment -> Job Satisfaction	0.392	6.282	0.000	H_7 accepted
H_8 : Career Development -> Organizational Commitment -> Job Satisfaction	0.282	5.260	0.000	H_8 accepted

Source: Processed Primary Data, (2025)

Discussion

The Effect of Rewards on Employee Job Satisfaction

Rewards have a significant positive effect on employee job satisfaction. This finding is consistent with the studies of (Marwan & Alhadar, 2024) and (Siregar et al., 2023), which conclude that rewards significantly and positively influence employee job satisfaction. Employees who receive rewards tend to feel valued and recognized for their contributions. Such recognition fosters a sense of pride and accomplishment, which in turn enhances overall job satisfaction. When employees perceive that their efforts and achievements are acknowledged, they are more likely to feel content with their work, thereby reducing turnover intentions, as satisfied employees are more inclined to remain with the organization.

Moreover, rewards contribute to the formation of a positive organizational culture that emphasizes appreciation and recognition of employee performance. This culture can increase morale and promote a collaborative and innovative work environment. Financial rewards, including bonuses and incentives, are particularly impactful, as they are closely tied to employees' satisfaction with their compensation. Employees who perceive a fair alignment between their contributions and the financial rewards they receive are more likely to report satisfaction with their financial well-being and job overall.

Influence of Career Development to Employee Job Satisfaction

Career development has a positive and significant influence on employee job satisfaction. This finding is consistent with research by (Febrianti et al., 2020), which highlights that when organizations provide opportunities for career

advancement, it not only enhances employees' skills and competencies but also fosters greater satisfaction and loyalty to the institution. Career development initiatives such as training, mentoring, and promotion opportunities enable employees to achieve their long-term professional goals, whether in the form of upward mobility, skill enrichment, or personal growth.

Employees who perceive a clear and attainable career path tend to experience greater job satisfaction, as their work is seen as meaningful and aligned with their future aspirations. This sense of direction contributes to a deeper connection with the organization. Supporting this, (Seno et al., 2023) also found that career development has a significant positive effect on employee job satisfaction. When employees are given the opportunity to grow and advance within the organization, they feel more trusted and valued. This perception of a promising and supportive future within the agency enhances job satisfaction, as employees feel secure and optimistic about their professional trajectory.

The Influence of Awards on Organizational Commitment

Rewards have a positive and significant effect on organizational commitment. This result is consistent with the findings of (Marwan & Alhadar, 2024) and (Alhammadi, 2021), who found that rewards significantly enhance employees' organizational commitment. When employees receive appropriate rewards, whether financial or non-financial, they are more likely to feel valued and appreciated for their contributions. This sense of recognition fosters a deeper emotional connection to the organization, encouraging employees to become more engaged and committed to their roles.

Increased involvement leads employees to take greater responsibility for achieving organizational goals. This is particularly important in government agencies, where employee performance directly affects the quality of public service delivery and overall institutional effectiveness. In such contexts, rewards not only motivate individual performance but also serve as a strategic tool to strengthen employee loyalty and long-term dedication. Thus, well-structured reward systems play a critical role in enhancing organizational commitment in public institutions.

Influence of Career Development towards Organizational Commitment

Career development has a positive and significant effect on organizational commitment. However, the results of this study diverge from those of (Hosen et al., 2024) who also found a positive and significant relationship but emphasized different contextual factors. In the context of government agencies, career development extends beyond the enhancement of employee competencies—it also serves to strengthen the emotional connection between employees and the organization. When institutions invest in employee growth through structured development programs, it signals recognition and long-term commitment to employee well-being and success.

Employees who perceive clear opportunities for advancement, whether through training, further education, or promotion, are more likely to feel respected and supported. This sense of being valued enhances their emotional attachment and loyalty to the organization. Moreover, when career development efforts align with employees' personal and professional goals, it boosts job satisfaction, which in turn strengthens organizational commitment.

On the other hand, the absence of meaningful career development can lead to feelings of stagnation, dissatisfaction, and detachment. Employees may feel overlooked or undervalued, potentially weakening their commitment and increasing turnover intentions. Therefore, continuous and visible career development initiatives play a crucial role in fostering a motivated and committed workforce within public sector institutions.

The Influence of Organizational Commitment on Employee Job Satisfaction

Organizational commitment has a positive and significant effect on employee job satisfaction. The results of this study are consistent with the findings of (Bagis et al., 2021), although they noted that organizational commitment does not significantly influence job satisfaction highlighting the complex nature of this relationship. However, this study emphasizes that when employees are deeply committed to the organization aligning themselves with its values, goals, and vision they tend to experience greater satisfaction with their work environment and responsibilities.

High levels of organizational commitment cultivate a sense of ownership over one's work. Employees who feel emotionally connected to the organization's mission are more likely to take responsibility for their performance

outcomes. This sense of purpose enhances job satisfaction, especially in the public sector where the impact of work is directly tied to societal welfare.

Moreover, organizational commitment fosters greater work engagement. Employees who are committed are generally more motivated, proactive, and willing to exceed expectations. This engagement contributes to a stronger sense of appreciation and recognition, reinforcing positive attitudes toward their roles and increasing overall job satisfaction.

Loyalty stemming from organizational commitment also plays a key role. Employees who are loyal to their institution often feel more secure, valued, and optimistic about their future within the organization. This trust in leadership and confidence in the institution's direction significantly enhances satisfaction with both the work and the broader organizational environment.

The Influence of Awards on Job Satisfaction through Organizational Commitment Mediation

Organizational commitment serves as a mediating variable in the indirect effect of rewards on employee job satisfaction. This mediating role is crucial because organizational commitment bridges the relationship between the rewards employees receive and how those rewards translate into job satisfaction. When employees are rewarded either through financial incentives or non-financial recognition they feel valued and acknowledged by the organization. This feeling of appreciation enhances their emotional attachment to the organization, fostering stronger organizational commitment (Jawaad et al., 2019).

A heightened sense of commitment leads employees to perceive their organization as a supportive and meaningful place to work, where they are given opportunities to grow and contribute. In this context, organizational commitment enhances the positive impact of rewards on job satisfaction. The recognition received through rewards motivates employees to align more closely with organizational goals and values, which, in turn, deepens their job satisfaction. This is because committed employees are more engaged in their roles, more likely to identify with their organization, and more motivated to perform well (Puni et al., 2018).

Therefore, rewards do not only directly influence job satisfaction, but also indirectly through the enhancement of organizational commitment. This mediating effect highlights the importance of fostering a culture of recognition to strengthen both employee loyalty and satisfaction.

Career Development on Job Satisfaction through Organizational Commitment

Organizational commitment mediates the indirect effect of career development on employee job satisfaction. This mediating role emphasizes how the availability of career development opportunities can positively influence job satisfaction when filtered through employees' commitment to the organization. When employees are highly committed, they tend to perceive organizational initiatives such as career development programs as genuine efforts to invest in their future. This perception reinforces their emotional attachment and sense of loyalty to the organization.

Organizational commitment strengthens the positive influence of career development by fostering a sense of appreciation and responsibility. Employees who feel that their professional growth is supported are more likely to value their work and view their careers as meaningful within the organization. This heightened commitment enhances job satisfaction because employees feel that they are progressing in an environment that recognizes and nurtures their potential (Dewi & Nurhayati, 2021); (Febrianti et al., 2020); (Seno et al., 2023).

Thus, career development initiatives, when combined with strong organizational commitment, create a supportive and motivating work environment. Employees become more engaged, loyal, and satisfied with their roles, which ultimately contributes to improved performance and organizational success.

Conclusion And Suggestions
Conclusion
This study concludes that the management of internal organizational factors—specifically career development, rewards, and organizational commitment—plays a significant role in enhancing employee job satisfaction at the Aceh Personnel Agency. Based on the results of direct and indirect hypothesis testing, the following conclusions can be drawn:

1) The implementation of reward systems, career development programs, organizational commitment, and efforts to enhance job satisfaction at the Aceh Personnel Agency is proceeding effectively.
2) Rewards have a positive and significant effect on employee job satisfaction at the Aceh Personnel Agency.
3) Career development has a positive and significant effect on employee job satisfaction at the Aceh Personnel Agency.
4) Rewards have a positive and significant effect on organizational commitment among employees of the Aceh Personnel Agency.
5) Career development has a positive and significant effect on the organizational commitment of employees at the Aceh Personnel Agency.
6) Organizational commitment has a positive and significant effect on employee job satisfaction at the Aceh Personnel Agency.
7) Organizational commitment mediates the effect of rewards on employee job satisfaction, indicating an indirect but significant relationship.
8) Organizational commitment mediates the effect of career development on employee job satisfaction, also showing an indirect but significant relationship.

Overall, these findings affirm that a strategic focus on internal organizational factors especially reward mechanisms and career development pathways can enhance organizational commitment and, in turn, foster higher levels of job satisfaction among civil servants.

Implications and Recommendations

Based on the results of the study, several strategic recommendations are proposed to improve employee job satisfaction, organizational commitment, and overall performance at the Aceh Personnel Agency:

1) Strengthening the Performance-Based Reward System

   The Aceh Personnel Agency is advised to enhance its reward mechanisms by not only relying on financial compensation but also implementing non-financial incentives such as formal recognition (e.g., employee of the month awards), certificates of appreciation, or opportunities for special assignments. Additionally, it is important to expand access to competency-based training, ensuring equal participation opportunities for all employees to support fair and merit-based career progression.

2) Strategic Career Development through Functional Rotation

   To maximize the effectiveness of career development programs, the agency should consider implementing strategic rotation or job mutation that is functional rather than purely administrative. This approach should support capacity building, skill diversification, and succession planning, thereby preparing employees for broader responsibilities and future leadership roles within the organization.

3) Improving Job Satisfaction through Communication and Work Environment

   Job satisfaction can be improved by establishing more two-way communication mechanisms, allowing employees to voice their aspirations and concerns. The agency should consider conducting regular employee satisfaction surveys or organizing open forums. Furthermore, the agency needs to reassess workload distribution to ensure fairness and implement measures to maintain a physically and psychologically healthy work environment.

4) Fostering Organizational Commitment through Culture and Vision Alignment

   To strengthen employee commitment, the agency should cultivate an inclusive and collaborative organizational culture, encouraging employee involvement in decision-making processes and interdepartmental projects. In parallel, the agency should reinforce its organizational identity by communicating its vision and mission consistently and demonstrating how each employee's role contributes to broader institutional goals.

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