Navigating Work Effectiveness in Public Transportation: A Conceptual Framework of Career Development, Role Ambiguity, and Affective Commitment

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Abstract. The effectiveness of employees is a very important factor in the success of an institution in the public sector, especially in the high-risk environment, such as Land Transportation Management Center (BPTD) Class II of Special Region of Yogyakarta. But the lack of transparency on career development (CD) and the presence of role ambiguity make it difficult to reach optimal effectiveness. The present conceptual study intends to fill these critical gaps by exploring the effect of CD and role ambiguity on employee effectiveness (EE) with the moderating role of affective commitment (AC). Using Organizational Behavior Theory and Social Exchange Theory as its theoretical basis, this framework suggests that CD is a facilitator of professional growth, and role ambiguity is a psychological stressor that negatively influences operational performance. In addition, it is suggested that AC acts as a crucial mediator connecting the relationship between these organizational antecedents and EE via emotional attachment and the mitigation of psychological barriers. The results highlight the need for institutional efforts to establish clear roles and transparent career paths to build the emotional ties needed to sustain high productivity. This conceptual framework provides a strong basis for future empirical verification and provides practical implications for public institutions to improve institutional stability and quality of service through strategic HRM and emotional involvement.

Keywords: Affective Commitment, Career Development, Employee Effectiveness, Public Transportation Management, Role Ambiguity.

1 Introduction

The effectiveness of employees is one of the main pillars of success in an organization, especially in the public sector such as the Land Transportation Management Center (BPTD) Class II of the Special Region of Yogyakarta, which has the very important task of maintaining safety and smoothness of transportation. Conceptually, effectiveness is defined as the attainment of operational objectives through the optimization of resources [1], [2]. Without high levels of effectiveness, the agency struggles to implement complex and high-risk transportation policies effectively. However, field observations at BPTD Class II DIY indicate significant challenges, primarily rooted in non-transparent career development (CD) and pervasive role ambiguity (RA). As mentioned

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in [3], career ambiguity decreases motivation and RA, which is usually a consequence of conflicting instructions from the central authorities, causes psychological distress and inefficiency, forcing the employees to spend energy on resolving conflicting boundaries instead of target achievement [4], [5].

In addition to these challenges, the inconsistent findings in the existing literature further contribute to a significant research gap. Even though CD is often thought to be positively related to performance, [6] show that it may not increase effectiveness in rigid bureaucratic environments without proper incentives. At the same time, the impact of RA is still debated; while [7] argue that it has a consistent negative impact on performance, the recent work of [8] suggests that it may improve creativity in more experienced employees. Moreover, the role of Affective Commitment(AC) as a me-diator is not conclusive, some scholars argue that it is not sufficient to mitigate ambiguity unless supported by a transparent organizational culture [9]. These contradictions emphasise the need for a more nuanced examination of these variables, within the specific institutional context of BPTD.

The present research seeks to fill these gaps by proposing AC as an important mediating variable for examining the effects of CD and RA on employee effectiveness (EE). It is argued that AC will enhance the benefits of career progression and diminish the negative effects of RA through the creation of emotional attachment to the institution, as demonstrated by [10]. Therefore, this research proposes the integrative framework for BPTD Class II DIY to improve the institutional stability by emphasizing on emotional engagement and career transparency as suggested by [11] for the best performance in the modern public transportation. Hence, the study contributes to the literature by providing a contextualized understanding of how emotional bonds can buffer structural and role-related challenges in the public sector.

2 Literature Review

2.1 Theoretical Framework of Employee Effectiveness

EE functions as the primary indicator of organizational success, reflecting an institution's ability to achieve predefined goals through the strategic optimization of resources. In the public sector, particularly within bureaucratic environments like the Land Transportation Management Center (BPTD) Class II Yogyakarta, effectiveness is defined as the alignment between individual performance and the delivery of high-quality public services [12]. It is not just the accomplishment of tasks, but also the ability to meet dynamic public expectations while maintaining the established standards of operation [2], [13]. Based on the pioneering theory of Steers, contemporary scholars are concerned with the multidimensionality of effectiveness which is motivated by adaptability and professional achievement. Thus, an efficient employee is not only defined by their technological skill in executing duties, but also by their capacity to sustain the institutional operation in changing regulatory environments [14], [15].

The effectiveness of this is majorly a collaborative effect between individual internal factors and external organizational drivers. Individual effectiveness is fundamentally a function of highlevel intellectual capacity, technical skill sets and self-discipline to follow Standard Operating Procedures (SOPs). But the organizational environment largely

moderates these personal characteristics. For example, motivation is the engine that keeps the employee engaged, while the quality of leadership and periodic supervision ensure that the performance is in line with the strategic objectives [4]. Moreover, the current era of digital public administration requires reliable infrastructure of technology and professional organizational culture, which minimizes psychological stressors and creates the synergy of cooperation necessary for the effectiveness of the group level [2], [16].

In the specific operational context of BPTD Class II Yogyakarta, [17] classify the effectiveness of employees into five empirically proven indicators, namely: Goal Achievement, Integration, Adaptation, Time Utilization, and Work Quality. The metrics provide a holistic assessment approach, from the commitment to implement transportation safety regulations to the need for flexibility to coordinate inter-unit operations in a dynamic field environment. The framework measures the speed of adaptation to technological updates and the punctuality in reporting to ensure that the agency's professional duties or tupoksi are fulfilled with high reliability. Ultimately, these indicators point to effectiveness as a tangible result of intellectual competence, technical ability and moral dedication, which in turn generates a feedback loop that allows for ongoing institutional improvement and the consistent fulfillment of the Ministry of Transportation's public service obligations.

2.2 Conceptualizing Creer Development

CD is an integrated process linking the individual's aspirations with the management systems of the organization. It is the convergence of an employee's personal career planning and the strategic sponsorship offered by the human resource department or leadership, according to[18], This view is reinforced by [19], [20], who emphasize that CD is a continuous, organization-led effort to plan, implement, and monitor professional growth ensuring that individual goals remain harmonized with organizational requirements. In essence, CD is a vital mechanism that enables employees to get positions that match their competencies and qualifications and therefore plays a major role in work motivation and long-term professional commitment [21].

The effectiveness of CD is affected by the synergy between individual performance and organizational support structures. The framework proposed by Rivai (as cited in [18], states that the career path of an employee is influenced by several important factors, namely: Job performance that serves as a benchmark of the opportunity to grow; Professional networking that increases access to career insight; and Organizational loyalty that provides incentives for management to invest in an individual's career path. Moreover, mentors and sponsors are essential in navigating complex institutional structures and the provision of opportunities for professional growth means that employees can develop along the lines of their established career plans. These conditions combine to create a setting where professional development is seen as a joint investment by the individual and the institution.

These dynamics are often empirically evaluated by researchers in a multidimensional framework that includes six main indicators [22]. The indicators are Career Choice (the individual's decision making process), Job Opportunities (availability of avenues for growth) and Career Support (the organizational infrastructure for development). The framework also contains Career Advancement, which monitors structural

progress. Two leader-oriented metrics are included: Leader's Willingness to Promote, the executive readiness to reward performance, and Leadership Concern, capturing the degree of strategic attention to the future prospects of subordinates. The operationalization of these indi-cators will enable organizations to systematically evaluate the effectiveness of their career management systems, ensuring pathways of professional development are transparent, accessible and aligned with organizational objectives.

2.3 Role Ambiguity

RA is defined as a psychological state of inadequate information to perform the job well, and it arises from poorly defined job descriptions or inadequate organizational communication[8], [23]. Conceptually, this condition is based on the mismatch between the information provided and the information required to perform job functions, including uncertainty about the objectives of tasks, the procedural methods and the consequences of performance [24], [25]. In organizational psychology, RA is one of the main work stressors that deplete personal resources, and is often associated with lower job satisfaction and higher turnover intention [26]. Thus, clear role boundaries are an operational necessity and a prerequisite for psychological well-being and optimal performance at all levels of management [27].

The emergence of RA is rarely an isolated event; rather, it is the result of complex interactions between organizational policy, leadership styles, and individual competencies. The most important factors are the quality of organizational communication, in which inconsistent or ambiguous instructions from management lead to functional confusion, and the extent of formalization of job descriptions, since organizations that do not have standardized documentation tend to have pervasive role overlap [24]. Moreover, leadership style is an important factor; directive leadership that does not specify clear expectations for performance leaves subordinates working in a "vacuum" of feedback[26]. The challenges are exacerbated by dynamic transportation regulations, the need for complex inter-sectoral coordination, and the frequent implementation of new digital operational systems that require robust socialization and training to mitigate the uncertainty induced by the transition in specialized technical agencies such as BPTD Class II DIY [8].

To empirically assess RA within the BPTD Class II DIY context, the literature identifies four primary indicators that capture the depth of this professional disorientation [28]. These are: Authority, which measures the degree to which decision-making power is clear; Responsibility, which reflects the individual's perception of his or her primary accountability to the organization; • Clarity of Goals: Measures clarity of specific performance goals; and • Job Adequacy: Measures adequacy of balance between workload and resources/information. The operationalization of these indicators enables researchers to differentiate among different aspects of ambiguity, from technical inadequacies in particular tasks to overall jurisdictional confusion. These clues are a framework for the diagnosis of internal communication failure, which affects the vision of the organization and efficiency of the professional.

2.4 Affective commitment

Affective commitment is defined as a strong emotional bond, which is reflected in the extent to which an individual identifies with, participates in, and feels a sense of belonging to an organization. Employees who are high in AC are not in an institution because of coercion or economic necessity, but because they believe that their personal values are in deep congruence with the mission of the organization. The construct is recognized in contemporary literature as an important mediator that links human resource management practices with innovative behavior. It transforms employee performance from a mechanical, task-based routine to a self-driven pursuit of organizational goals [29]. This emotional bond as a source of intrinsic motivation allows employees to stay effective even in volatile environments of rapid organizational change.

Such a combination of leadership and organizational support perceptions develops the AC. Empirical evidence shows that servant leadership, which focuses on employee development and demonstrates empathy, is a major positive determinant and creates a climate of trust [30], [31]. Perceived organizational support also strongly increases this emotional tie, including work-life balance and mental health efforts. On the other hand, organizational stressors such as high levels of burnout and unmanaged work stress are negatively correlated with commitment as these conditions often lead to withdrawal behaviors. Furthermore, an indirect driver is the development of professional competence by the organization. By providing employees with relevant skills, organizations create a stronger sense of self-confidence and professional loyalty among their employees [29].

Usually, AC is empirically measured in a modern organizational environment by means of a multidimensional approach based on five key indicators[29], [30], [31]. These are Value Congruence which is the degree of alignment between one's core values and the core values of the organization and Emotional Attachment which is the level of pride and belongingness of an employee to his or her workplace. We also assess the construct using measures of Psychological Involvement, which captures the mental and AC to the organization's success; Voluntary Contribution, which measures the likelihood of engaging in extra-role behaviors; and Organizational Advocacy, which assesses the degree of pride an employee has when representing the organization to external parties. These indicators are a powerful tool for assessing the strength of the emotional attachment of a person and constitute an important diagnostic tool for the improvement of long-term institutional stability.

3 Methodology

The study takes a conceptual approach to clarify theoretical constructs and to develop new interpretations from existing literature[32]. As noted by [33], a conceptual review is instrumental in identifying research gaps and formulating a framework for future empirical investigations. The research looks at studies to understand what we want to find out. This helps us see how different ideas are connected. By doing this we get an idea that we can use to test our thoughts in the future. This study wants to answer some questions. Here are the questions we want to answer: (1) How much do CD and RA

affect how well an employee does their job? (2) How do CD and RA affect how employees feel about their company? (3) Does how employees feel about their company help explain how CD and RA affect how well they do their job?

4 Result and Discussion

4.1 The Impact of Career Development on Employee Effectiveness

CD is a key factor in improving the skill set and professional status of public sector employees, since the existence of clear vertical growth paths and continuous professional development allow individuals to do their jobs more effectively and consistently exceed minimum performance metrics [34], [35]. EE, in theory, is realized when individuals possess competencies commensurate with their evolving responsibilities. This is a state achieved through systematic career management that strengthens human capital capacity and directly facilitates the attainment of broader organizational objectives [36]. In the specific field of transportation management, where operational accuracy, safety and regulatory compliance are of utmost importance, institutional investment in specialized technical training and career trajectory serves as a powerful intrinsic motivator, pushing employees to excellence rather than task completion[37]. When employees see that their organization is sincerely concerned about their long-term professional development, they feel a greater sense of professional responsibility and become more diligent and accurate in their daily activities, from on-site technical inspections to important administrative service delivery. It is argued that such development is a vital precursor to organizational success, since systematic career progression develops both the technical competence and the internal drive needed to maintain a safe and efficient public transportation system.

4.2 The Impact of Role Ambiguity on Employee Effectiveness

A major barrier to achieving organization objectives is often RA, since the vagueness regarding authority limits and task definitions seriously hampers operational efficiency [24]. Employees who do not have a clear idea of what is expected from them often become confused in decision making and tend to be less effective in their work, leading to more errors in the operation [38]. This uncertainty creates a psychological and technical barrier that consumes scarce cognitive and temporal resources, forcing individuals to deal with the conflicting demands of their jobs instead of working towards strategic goals [8]. Such ambiguity is particularly harmful in the case of public transportation management where operational accuracy and regulatory compliance are vital for public safety. It restricts staff to effectively convert institutional orders into achievable field results thus negatively affecting overall quality of public service [39]. It is hypothesized that the perception of role uncertainty is inversely related to professional productivity, as unclear role definitions are bound to foster administrative disarray and task overlap. Therefore, based on the synthesis of these theoretical perspectives about the inverse relationship between role clarity and task execution.

4.3 The Impact of Career Development on Affective Commitmnet

Clear career growth paths are an important signal that the company cares and develops a deep emotional connection between the employee and the company. If employees feel that their potential is being valued by providing fair promotion paths and ongoing training, they will likely reciprocate with higher organizational loyalty [34]. Effective career planning, in theory, is a catalyst for employee commitment as it aligns individual professional aspirations with the core values and mission of the organization[36]. The emotional attachment or AC develops as a psychological response to the perception of organizational support. Empirical studies show that employees tend to feel more pride and professional involvement when they perceive that the organization is investing in their future path [37], [40]. In the case of public agencies like the BPTD, a formalized career management system turns the workplace into a space of professional recognition and emotional attachment. So, the view of well-structured CD initiatives acts as an intrinsic incentive resulting in higher employee identification with the institution, thus reducing turnover intentions and increasing collective dedication. Based on this theoretical synthesis, strong career support is argued to be a necessary precondition for the development of emotional attachment.

4.4 The Impact of Role Ambiguity on Affective Commitment

RA functions as a significant psychological stressor that undermines an employee's emotional attachment and sense of belonging to their organization. The constant exposure of individuals to ambiguous boundaries of roles and fragmented information about their roles tends to lead to alienation, which erodes the basic trust needed to develop commitment[8], [38]. In theory, clarity is a prerequisite for psychological integration. Employees find it difficult to align their personal professional identity with the institutional vision, which inevitably leads to the displacement of loyalty by apathy [24]. Within complex operational environments, such as the BPTD, persistent ambiguity regarding technical authority and job expectations generates mental strain that hinders the development of a healthy emotional bond between the individual and the workplace [41]. The persistent ambiguity of role, the disintegration of professional confidence, and the inability to articulate one's contribution to the agency's mission all serve to corrode the intrinsic motivation to stay engaged. Therefore, it is suggested that RA is a destructive force that actively erodes an employee's emotional investment.

4.5 The Impact of Affective Commitment on Employee Effectiveness

Affective commitment acts as a powerful internal driver that compels employees to deliver results exceeding standard expectations, as individuals who harbor a genuine sense of belonging to their institution are inherently motivated to work with dedication and minimal need for rigorous supervision[42]. Such emotional loyalty is in fact essential in the operational setting of the BPTD to carry out safety-sensitive transportation tasks diligently and persistently[34], [40]. Employees characterized by strong emotional bonds tend to exhibit greater adaptability and innovation in problem-solving,

which directly enhances organizational effectiveness a phenomenon where employees feel that their professional success is inextricably linked to the success of the institution [43]. Such emotional loyalty is in fact essential in the operational setting of the BPTD to carry out safety-sensitive transportation tasks diligently and persistently. The higher the level of commitment the higher the tendency of the employees to make discretionary efforts always looking for a way to optimize their contribution towards the achievement of strategic targets instead of just fulfilling the basic requirements of their job. Given that AC fosters both the persistence and the initiative necessary to navigate complex administrative and field-based challenges, it is posited that this emotional investment is a decisive factor in driving organizational productivity.

4.6 The Mediating Role of Affective Commitment on the Relationship between Career Development and Employee Effectiveness

The mediated function of AC indicates that CD influences EE not only via the enhancement of competencies, but also through the more profound psychological aspects of the employment relationship. When career pathways are transparent and accessible, employees perceive institutional appreciation, which fosters an emotional bond that intensifies their motivation to perform at peak efficiency ([37], [41]. AC is a psychological bridge in theory It alters organizational investments (e.g., relevant training and promotion opportunities) into asphalt spare time. As noted in[34] and [44], organizational commitment is an integral intervening variable that ensures that the benefits of CD turn into outstanding professional results. Within the BPTD context, these development initiatives are not merely seen as skill acquisitions but as manifestations of institutional care that stimulate a strong sense of belonging. This emotional attachment functions as the primary driver that sustains productivity; therefore, it is argued that the impact of CD on EE is optimized when it successfully cultivates an emotional investment that compels employees to voluntarily dedicate their best efforts toward achieving strategic organizational targets.

4.7 The Mediating Role of Affective Commitment on the Relationship between Role Ambiguity and Employee Effectiveness

First, RA can decrease EE by damaging morale and the emotional bond between the individual and the organisation. In the case of continuous task uncertainty, the frustration of the employees generates a psychological barrier that reduces their commitment, which in turn leads to a reduction of the operational effectiveness [8], [42]. AC serves as a "emotional filter;" if this filter is interrupted by ambiguous roles, the individual's ability to stay focused and perform at a high level is severely inhibited. According to[24] and [43], to sustain commitment, it is important to have a clear understanding of one's role, and a lack of clarity is a major obstacle to achieving optimal service performance. In the operational setting of the BPTD, unclear instructions do not only result in mechanical failures but also create a feeling of alienation that makes it difficult for the employee to align with the institution's vision. This process suggests that RA triggers uncertainty and frustration that slowly drains an employee's sense of belonging. As commitment declines, employees lose their sense of direction towards the goals of

the institution, which ultimately leads to a decline in productivity. Based on this theoretical synthesis, we propose that AC is a key mediating vari-able. This means that the negative effect of RA on productivity is exacerbated by the simultaneous deterioration of emotional attachment to the agency.

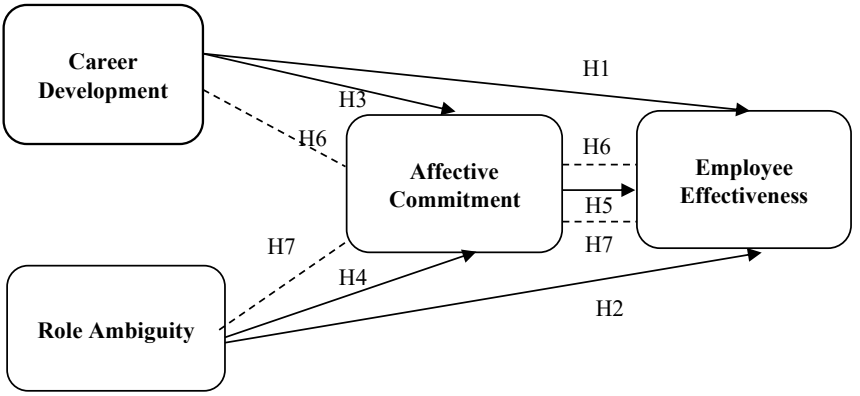


Fig 1. Conseptual Framework

This conceptual framework was developed through an integration and critical discussion of existing literature. The study proposes that CD and RA exert an influence on EE, both directly and indirectly, through the mediating role of AC. This proposition is consistent with Organizational Behavior Theory, which emphasizes the fulfillment of fundamental psychological needs and the maintenance of essential organizational resources. AC serves as a critical mediator in this model; a professional environment that fosters role clarity and CD effectively cultivates emotional attachment, mitigates psychological barriers, and reinforces employee dedication, ultimately leading to enhanced EE. Correspondingly, regarding CD and RA, the establishment of systematic career pathways and clear task boundaries supported by organizational policies serves to improve the quality of motivation and work enthusiasm, thereby exerting a significant impact on the improvement of EE.

5 Conclusion

This conceptual study has summarized the complex relationship between CD, RA, AC and EE in the context of the Land Transportation Management Center (BPTD) Class II of the Special Region of Yogyakarta. The analysis reveals that CD is a key element in improving EE by creating human capital capacity and promoting professional accountability. On the other hand, RA is a prominent psychological stressor that deteriorates operational efficiency and professional achievement. Moreover, the study verifies that AC acts as a vital mediating mechanism; it acts as a psychological “bridge” that allows organizations to convert structured career support into actual discretionary effort, while

serving as a "emotional filter" that reduces the negative effects of role uncertainty on productivity. By promoting a strong sense of belonging and value congruence, BPTD can effectively reduce the negative effects of ambiguity and use career initiatives to drive sustained organizational performance. This framework thus provides a solid theoretical foundation for future empirical work pointing to the relevance of attention to emotional engagement and role clarity for achieving sustained institutional stability and service excellence in the public transport sector.

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