

THE ROLE OF WORK DISCIPLINE AND CAREER DEVELOPMENT ON LOYALTY OF EMPLOYEES IN GOLF MANAGEMENT COMPANY

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The purpose of this study is to ascertain whether career advancement and work ethic have an impact on employee loyalty either separately or together. The primary and secondary data used in this study were gathered from the field and libraries. 59 employees made up the sample for this investigation. by applying a basic random sampling technique. Quantitative research is used in this field. Multiple linear regression analysis with SPSS 26 is the analytical approach employed. The findings of this study show that work discipline and career growth have a considerable impact on employee loyalty, either separately or in combination.

Keywords: Career Development, Work Discipline, Loyalty

1. Introduction

A company's human resources are a crucial component. Inadequate human resource management can prevent an organization from achieving its objectives in terms of performance, revenue, and even existence. Managers need to recognize that in order to successfully increase performance and productivity, employees must be included since they are not only the driving force behind change, but they are also becoming more and more involved in its planning. Developments from generation to generation are inevitable in the development of the world. In 1960, we knew the baby boomer generation; now workers are included in the alpha category, or the millennial generation. According to the 2016 Deloitte Millennial Survey, millennials have plans to move from their original company or organization. As many as 66% of the 7,692 people in 29 countries surveyed plan to resign from their jobs. And this is a threat to the company's ability to retain its employees [1].

Based on a study carried out by the job seeker website, it was found that 66% of individuals belonging to the millennial cohort, or those born between the 1980s and 1990s, prefer to switch jobs within a span of two years or less. The millennial generation has grown up in an era marked by technological advancements, giving them a proficiency in utilizing technology that surpasses that of previous generations. This proficiency enables them to easily access information and fosters their creativity and innovation. Another survey conducted by Job Street reveals that this generation places great importance on the perks and comforts offered by a company, alongside competitive salaries [2]. In addition to monetary compensation, the millennial generation also desires a workplace that offers a wide range of training and self-improvement opportunities. Therefore, to attract employees who have good loyalty, companies need to make efforts to meet their needs. Therefore, to attract employees who have good loyalty, companies need to make efforts to meet their employees' needs. To achieve company goals, it is necessary to encourage employees to be motivated, for example, by being given awards such as career development, promotions, or incentives [3]. One of the strategies that must be implemented by management is to plan and develop careers for employees while they work for the company. For some employees, career advancement is very crucial because they will know where the highest position they will reach is,



so they can continue to be motivated and strive to improve their abilities and loyalty to the company [4].

Changes in the economic, technological, and business environment over the last two decades, the absence of support from the company or the existence of contextual constraints that hinder employee career advancement, the personality of employees who are not proactive in the company, and the lack of employee training and development opportunities may be the causes of problems in the development of employee careers [5]. Older workers may be limited in their efforts to do their job and also in participating in the company, which may also be a cause of problems in the employee's career development. There may be issues with career development at the organization, as evidenced by the volume of complaints from employees about the company's disregard for their career pathways. limited promotion chances, demographic shifts within the workforce, such as an ageing workforce, a downturn in the economy, and more competition on a worldwide scale. Employees who experience emotional stress at work frequently reevaluate their professional choices because they feel they cannot bear the strain and would rather quit their position. This suggests that there could be issues with how the company's employees grow their careers. Low employee ability and education may also be a cause of problems in employee career development [6]–[8].

Work discipline is also the next factor that can affect employee loyalty. Discipline can determine good or bad employee performance in doing their job. This will be a problem if employees are not disciplined at work, such as by arriving late and often not entering without permission. The work becomes hampered, so that the company's performance is not optimal. Without sound discipline, it is challenging for the business to achieve its goals. This indicates that there are problems with work discipline that can affect performance [9]. The formation of discipline is mandatory for every employee because it will directly improve performance. But in fact, at this time, there are still many employees who lack good work discipline. This can be seen from the presence of employees who do not enter without explanation, come late to the office, leave during working hours without permission, and often add vacation time during religious celebrations for various reasons. This indicates a problem with discipline [6].

This research was conducted at a company engaged in the field of sports and also providing services for renting out places as a means for golf lovers. Leaders frequently give employees with higher levels of education (Bachelor or Postgraduate) a priority over those who are still in high school to fill positions such as section heads or sub-section heads of each section based on the findings of office observations, which serve as the basis for career development for an employee, including promotion carried out by the leadership in each section and education owned by employees. According to the findings of an interview with one of the employees, even though the employee is a permanent employee and has worked for a considerable period of time, he is still not eligible for career development opportunities because his educational background does not meet the requirements. The majority of employees 104 have high school diplomas or equivalent qualifications. This resulted in employees still having difficulty developing their careers. Because one of the requirements for employee career development for promotion requires people with a minimum of D3/S1 education, the company also has regulations regarding educational qualifications in each field, so ordinary employees who do not achieve these qualifications will find it very difficult to get a promotion. There are even some employees who have had to be willing to step down because of an increase in qualifications in their field in terms of education in the past five years [2].

The disciplinary regulations applied by the company are also less effective. This company considers employee absences to be secondary because it looks more at employee performance than the level of absenteeism. However, in reality, because absenteeism is not an issue, this actually has an impact on the number of employees who do not enter without permission, are late to the office, and leave during working hours without prior permission from their superiors. Cases



of late work and employee absence rates are still high. This case of delay can disrupt the company's activities in providing services to consumers and activities in the office. Even though the corporation has established disciplinary guidelines for employees who are absent or late, those who are absent every hour would face a salary cut of IDR 100,000, these guidelines are merely a formality because they are rarely enforced [10]. According to the findings of observations and management interviews, the following phenomena and information were discovered regarding the state of employee loyalty: high amount of staff turnover, as seen by the lowest rate of 6%. This turnover rate indicates that employees in the company have problems in terms of loyalty to the organization. As for indications of decreased employee loyalty to the organization or employees, they include decreased or low work productivity, increased absenteeism, high employee turnover, anxiety, frequent demands from employees and strikes. So, if refer to previous researcher opinion, it can be seen that these problems indicate that employee loyalty is starting to decline.

2. Methods

This study has a descriptive focus. Employees make up the population in this study. Simple random sampling was the method of sampling that was employed in this study. Each sampling unit has an equal chance of being sampled using the straightforward random sampling technique. In this study, 60 employees were used as samples. Both primary and secondary data were employed as the sources of information for this investigation. In this study, interviews were used to acquire the primary data. The types of interviews used in this study were unstructured interviews and questionnaires with Likert scales. Secondary data is generally used by researchers to provide additional descriptions, complementary descriptions, or for further processing. This data can be obtained from literature, previous research journals, magazines, and documents needed in this study. In the process of collecting this data, researchers collect data related to research so that it can become supporting material in the research. Sources for this literature study come from textbooks for subject concentrations, scientific journals, economics magazines, websites, and other appropriate sources. In order to make the data that has been gathered from the responses to distribution questionnaires into information that can be more easily understood and utilized as a foundation for decision-making, it will be processed and analyzed. SPSS version 26 was used for data processing and analysis. SPSS stands for Software Statistical Product and Service Solutions. Multiple linear regression analysis was the technique employed in this study for data analysis. The validity test and the reliability test are the data quality checks employed in this study. We employed a multivariate linear regression model with the SPSS application for this study.

3. Results And Discussion

The results of the respondent's description test based on gender showed that as many as 39 people, or 64.4% of the respondents, were male, and the remaining 21 people, or 35.6% of the respondents, were female. This explains that the majority of employees are male. Because this company is engaged in technical and field work, it requires a lot of male workers. The age of the respondents in the questionnaire that was distributed showed that 20.3% of the respondents were in the age range below 30 years, while those aged between 31 and 40 years were 44.1%, and the rest were respondents aged over 40 years (35.6%). Based on this, the age range of respondents aged 31–45 dominates. This shows that companies prefer more experienced employees. The majority of respondents, as many as 14 people or 24.1%, have the last education as S1, while the rest have the last education as D3, as many as 4 people or around 6.9%, a Master's degree, as many as 3 people or around 5.2%, and an SMA, as many as 38 people or about 63.8%. Based on this, the educational background of respondents with a high school educational background is more dominant than that of respondents who have an undergraduate educational background. The majority of respondents, as much as 28.8%, or around 18 respondents, have worked for 3-5 years.



Respondents whose working period was more than 5 years were 22 people, or 37.3%; those whose working period was 1-3 years were 12 respondents, or around 22%; and those whose working period was less than 1 year were 7 respondents, or around 11.9%. Based on this, the majority of employees have worked for > 5 years, indicating that employees have loyalty, with the highest percentage of employees who have worked for more than 5 years having a percentage of 37.3%. The longer the working period of an employee in a company, the more experience he will get. With a lot of work experience, the level of performance produced will also be higher. People who are just starting work are less experienced and usually have lower performers as well. In contrast, work experience, as defined by common employment terms, is the knowledge or skill that a person acquires via doing work over a specific length of time.

Seven statements that displayed the indicators of these variables were given to 59 respondents and used to measure the X1 variable in this study. The results of the responses to career development explained that the most influential statement was statement No. 7. This can be seen by the fact that the majority of respondents in statement No. 7 answered "agree" by 62.7%. The statement "I have skills that can support my career at work" has the greatest influence on employee loyalty. This shows that the skill indicator is the most influential indicator in the career development variable. The X2 variable in this study was measured through 15 statements that were distributed to 59 respondents and presented the indicators of these variables. The results of responses to work discipline explained that the most influential statement was statement no. 7. This can be seen by the fact that the majority of respondents in statement no. 7 answered "agree" by 64.4%. The statement "I get fair treatment from the leadership" has the greatest influence on employee loyalty. This shows that employees will be more loyal if they are treated fairly by the leadership, both in terms of performance and rewards. This shows that the indicator of fairness is the most influential indicator in the work discipline variable. Variable Y in this study was measured through eight statements that were distributed to 59 respondents and presented indicators of these variables. The results of the responses to Loyalty explained that the most influential statement was statement No. 8. This can be seen by the fact that the majority of respondents in statement No. 8 answered "agree" by 59.3%. The statement "I try to report the results of my work according to the procedure" has the greatest influence on loyalty. This shows that the indicator of honesty is the most influential indicator of variable loyalty to the company.

The t-table value for career development is 3.850, whereas the t-count significant value is 0.000. It is then known that, with a significance value of $0.000 < 0.05$, t-count (3.850) > t-table (2.001). As a result, the hypothesis that there is a considerable relationship between career advancement and loyalty is accepted (H_a is accepted and H_0 is rejected), indicating that there is only a little relationship. The findings of this study are consistent with earlier research titled "The Influence of Career Development, Compensation, and Organizational Climate on Employee Loyalty," which discovered a favorable and strong direct relationship between career development and employee loyalty. Workplace discipline has a significant t-count value of 0.000 and a t-table value of 7.923. The t-count (7.923) > t-table (2.001) and significance value of $0.000 < 0.00$ are then known. As a result, the hypothesis that there is a considerable relationship between work discipline and loyalty is accepted (H_a is accepted and H_0 is rejected), indicating that there is only a minimal relationship. The findings of this study are consistent with earlier research that was presented regarding the impact of work incentives and punishment on employee loyalty and found that work discipline has a significant and beneficial direct impact on employee loyalty.

This regression model can be utilized for the loyalty variable because the results of the simultaneous significant coefficient test gave the f-count value of 58.476 while the f-table value was 2.75, with a significant level of 0.000 because the significant level was < 0.05 . In other words, it may be claimed that factors affecting work discipline and career advancement both positively impact loyalty factors. The following can be deduced from the outcomes of the SPSS



26 calculation described above: A constant of 0.499 indicates that, under the assumption that additional factors may affect loyalty, the resulting Loyalty value is 0.499 if the variables Career Development (X1) and Work Discipline (X2) are both 0. Employee loyalty (Y) will grow with each extra unit of the Career Development variable (X1), according to the regression coefficient of 0.462 for this variable. Employee Loyalty (Y) will grow with each extra unit of the Work Discipline variable (X2), according to the regression coefficient of 0.304 for this variable. having a 0.665 known coefficient of determination (R²). This indicates that only 66.5% of the dependent variable, loyalty, is explained by the independent factors, namely career growth and work discipline, with the remaining 43.5% being explained by other variables not taken into account in this model.

4. Conclusion

The indicator "I have skills that can support my career at work" is the one that most influences loyalty, and career growth has a large and partial impact on loyalty. Loyalty is significantly and partially influenced by work discipline, with the indicator "I get fair treatment from the leadership" having the biggest impact. Both professional growth and work ethic have an impact on loyalty. The study's findings indicated that the career development variable had a significant positive impact on loyalty, but the distribution of questionnaire responses revealed that some respondents still gave neutral or opposing responses, and the length of service indicator had the least predominate value. Giving employees the freedom to carry out their responsibilities while also giving them more experience to make them more devoted to the company might be the basis for advice given to businesses. The study's findings indicated that the work discipline variable had a significant positive impact on loyalty, but the distribution of questionnaire responses revealed that some respondents still gave neutral or opposing responses, and the indicator Sanctions given to employees were educational in nature had the least dominant value. This can be the basis for giving advice to companies, namely that companies must formulate sanctions that will be given to employees so that employees who are given sanctions in the future can take lessons from the mistakes they make so that the same mistakes do not happen again. A thorough evaluation must be conducted by generating study variables with a wider sample and population. It is anticipated that this study will produce fresh information that will advance science, particularly in the area of human resource management.

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