



**THE EFFECT OF WORK DISCIPLINE AND EMPLOYEE LOYALTY ON EMPLOYEE CAREER DEVELOPMENT**

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**Abstract**

The problem in this research is that there is a phenomenon of reducing the process of increasing or developing the career of PT employees. Rays Buana Results. The aim of this research is to determine and explain the partial and simultaneous influence of work discipline and employee loyalty on employee career development. This type of research approach is quantitative, the population and sample size is 43 employees using saturated sampling. The data analysis technique is carried out using descriptive and statistical analysis through instrument testing, classical assumption testing, multiple linear regression testing and hypothesis testing. The results of this research obtained the regression equation  $Y = 2.995 + 0.115 X1 + 1.298 X2$ . Partially, the work discipline variable has no significant effect on career development with a calculated t value of  $0.664 < t$  table 1.683 with a sig value of  $0.511 > 0.05$ . The employee loyalty variable partially has a significant effect on career development with a calculated t value of  $14.463 > t$  table 1.683 with a sig value of  $0.000 < 0.05$ . Simultaneously, the variables of work discipline and employee loyalty have a significant effect on the career development of PT employees. Rays Buana Results. This result is proven by the calculated F value of  $150.215 > F$  table 3.232 with a sig value of  $0.000 < 0.05$ .

**Kata Kunci:**

Disiplin, Loyalitas, Kinerja

**Abstrak**

Permasalahan pada penelitian ini adalah adanya suatu fenomena berkurangnya proses peningkatan atau pengembangan karir karyawan PT. Sinar Hasil Buana. Tujuan penelitian ini untuk mengetahui sekaligus menjelaskan pengaruh secara parsial dan simultan antara disiplin kerja dan loyalitas karyawan terhadap pengembangan karir karyawan. Jenis pendekatan penelitian ini adalah kuantitatif, jumlah populasi dan sampel sebanyak 43 karyawan dengan menggunakan sampling jenuh. Teknik analisis data dilakukan dengan analisis deskriptif dan statistik melalui uji instrumen, uji asumsi klasik, uji regresi linier berganda dan uji hipotesis. Hasil penelitian ini diperoleh persamaan regresi  $Y = 2,995 + 0,115 X1 + 1,298 X2$ . Secara parsial variabel disiplin kerja tidak berpengaruh signifikan terhadap pengembangan karir dengan nilai  $t_{hitung} 0,664 < t_{tabel} 1,683$  dengan nilai sig  $0,511 > 0,05$ . Variabel loyalitas karyawan secara parsial berpengaruh signifikan terhadap pengembangan karir dengan nilai  $t_{hitung} 14,463 > t_{tabel} 1,683$  dengan nilai sig  $0,000 < 0,05$ . Secara simultan variabel disiplin kerja dan loyalitas karyawan berpengaruh signifikan terhadap pengembangan karir karyawan PT. Sinar Hasil Buana. Hasil ini dibuktikan dengan nilai  $F_{hitung} 150,215 > F_{tabel} 3,232$  dengan nilai sig  $0,000 < 0,05$ .

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## INTRODUCTION

Employees who view their careers as a definite life goal will devote themselves to what they do, as evidenced by sustained professional growth and improved performance (Afrevita et al., 2019:29). The idea that someone will continue to progress and perform better in their chosen profession is a reflection of their career (Muhlis et al., 2018:46). Employee career development programs are influenced by several factors, with many companies using length of service or seniority as a benchmark to determine whether employees are deserving of career development opportunities. Companies sometimes assume that greater discipline and loyalty in the workplace can help employees advance in their careers. Career development is an activity that assists employees in creating long-term plans within the company, enabling them to fully develop (Syahputra & Hati, 2015:111). One form of employee career development is through job promotion.

Job promotions are carried out to maximize company resources (Astini et al., 2021:113). One of the company's successes is having competent and skilled employees. Employees who can achieve the targets set by the company should be provided with career development planning programs. There are many factors that can influence a company in developing the careers of its employees, including a lack of work discipline, unmet workloads, and a lack of loyalty, among others. Companies expect their employees to maximize their performance to develop their careers in the future. Work discipline is one of the factors that determines employee career development, including adhering to company agreements and rules; discipline reflects employees' respect for upholding company policies. Employees have poor discipline if they disregard and violate rules. Conversely, employees who follow company rules demonstrate good discipline. Work discipline is a technique used by managers to interact with employees and encourage them to improve their behavior, become more aware, and willingly adhere to company policies and social norms (Robbins & Judge, 2016:667).

Sinambela (2021:218) states that work discipline is a tool used by leaders to reach employees and ensure their availability to change their behavior according to the rules set by government or private entities. The goal of career development programs is to align the needs and goals of employees with career opportunities available in the company and the future (Silalahi, 2019:46). Career development is influenced by various factors, including discipline, work experience, and job performance. Another factor considered in the employee career development process, in addition to work discipline, is loyalty. Having loyal employees is a company's hope to reduce labor recruitment costs and increase productivity. However, obtaining loyal employees is not easy, and it requires various means and support to foster loyalty. Loyalty is one of the factors considered when evaluating employees' loyalty to their job, position, and organization (Hana, 2016:6). Sungkono & Dewi (2017:1997) state that one of the criteria influencing promotions is employee loyalty, as individuals who are highly loyal are seen as capable of producing the best results in achieving the company's goals.

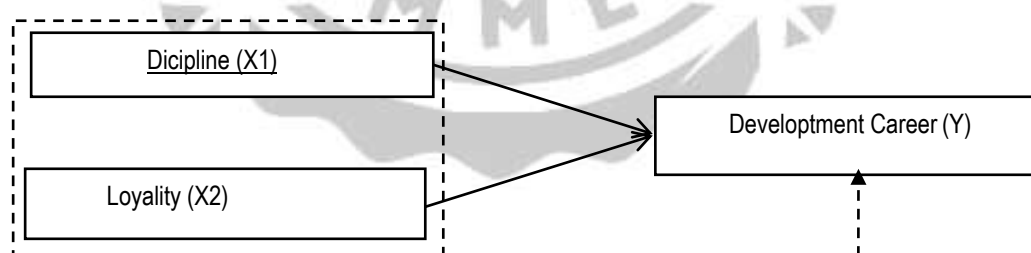
**Table 1**  
**Worker's attendance**

Division	Leave	Sick	Without Info
Finance	3	3	4
Administration	2	3	3
Operation	8	6	8
Warehouse	-	1	1
Driver	1	1	4
Security	5	3	5
OB	-	-	3

Source : Data Collection, 2023



Based on Table 1.1 above and the observations conducted by the researcher at the research site, namely PT. Sinar Hasil Buana located at Jl. Raya Kediri Kertosono Km 8, Gampengrejo, Kediri Regency, is a downstream oil and gas company engaged in the business activities of transporting, filling, and delivering non-subsidized LPG cylinders weighing 12 and 50 kg to Pertamina-appointed agents in the former Kediri residency region, especially in the areas of Kediri, Tulungagung, Madiun, Kertosono, Ponorogo, Jombang, and Trenggalek. In carrying out its operational activities, it is also supported by human resource management performance. In the field findings related to career development issues involving human resources, special consideration needs to be given to work discipline and employee loyalty. The researcher's findings regarding issues at PT. Sinar Hasil Buana include one of them being the lack of work discipline among company employees, with many violating and not adhering to company regulations, and employees frequently being absent or taking leave during working hours. Some employees are not in the right place when they should be working, arrive late or do not return equipment to its proper place. The company expects its employees to improve their discipline in the company. High work discipline is emphasized by the company, and employees who violate the rules will receive written warnings from their superiors, such as being late for work, frequently being absent with or without permission, and not dressing appropriately. Conversely, the company will demote or even terminate employees for serious violations such as theft and damage to company facilities. This problem is feared to affect the employees themselves, including hindering the career development planning process regarding job promotions. Another issue is related to employee loyalty, where there is a lack of loyalty to the company. Some employees choose to leave when they feel a lack of support from the company's management, a lack of interest in defending the company from irresponsible individuals, a lack of trust in leadership, and sometimes refusing to participate in sudden company activities or tasks. This can result in missed opportunities and may be a consideration for the company in terms of career advancement for employees. The research conducted has several objectives based on the problems formulated.: To determine and explain whether work discipline partially influences the career development of employees at PT. Sinar Hasil Buana. To determine and explain whether employee loyalty partially influences the career development of employees at PT. Sinar Hasil Buana. To determine and explain whether work discipline and employee loyalty simultaneously influence the career development of employees at PT. Sinar Hasil Buana. The theoretical framework of this research illustrates the relationship between freedom, as seen in Discipline (X1) and Loyalty(X2), and the dependent variable, which is performance (Y).



**Figure 1.**  
**Models Of Research**

## RESEARCH METHODS

The scope of this research is to determine whether the independent variables, including work discipline (X1) and employee loyalty (X2), have an influence on the dependent variable, which is career development (Y) of employees at PT. Sinar Hasil Buana. The research method used is quantitative research with a survey method.

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According to Sugiyono (2018:65), quantitative research is a research method based on positivism philosophy and is used to study populations and samples. Data collection is done using research instruments, and data analysis is quantitative or statistical with the aim of testing predefined hypotheses. One of the quantitative research methods is the survey method. Sugiyono (2018:35) explains that survey research uses questionnaires as tools and is conducted on both large and small populations, with the data obtained from the population itself, leading to the discovery of relative events, distributions, and relationships between variables. The researcher chose this method because, in data collection, the researcher will formulate several statements that will be distributed to respondents. The researcher used a non-probability sampling technique with a saturated sampling technique, where all members of the population are the same as the sample members studied in the research, which consists of all 43 permanent employees of PT. Sinar Hasil Buana. Data collection in this research is conducted through a survey method by distributing questionnaires. Additionally, observations and literature studies are also carried out. The data analysis technique involves using inferential statistical tests to calculate and analyze the data, specifically multiple linear regression analysis.

## RESULT AND DISCUSSION

Multiple linear regression is used to assess the extent to which independent variables, including work discipline and employee loyalty, influence the dependent variable of career development. The results are as follows:

**Table 2**  
**Multiple Regression Result Test**

Variable	B	t <sub>hitung</sub>	Sig. t	Provision
X1	0,115	0,902	0,373	Ha not accepted
X2	1,298	14,462	0,000	Ha accepted
Konstanta (a)				2.955
R				0,939 <sup>a</sup>
R Square (R <sup>2</sup> )				0,883
F <sub>hitung</sub>				150.215
Sig. F <sub>hitung</sub>				0,000 <sup>a</sup>

**Source : Data by Process, 2023**

Based on the calculations, the regression equation results are as follows:  $y = 2.995 + 0.115X1 + 1.298X2 + e$ . This can be interpreted as the work discipline and employee loyalty variables remain constant, and the extent of career development is 2.955 units. The regression coefficients for the variables are positive, indicating a positive relationship. If work discipline is increased, it can lead to a 0.115-unit increase in career development. Similarly, employee loyalty has a positive regression coefficient, indicating that when employee loyalty is increased, career development increases by 1.298 units.

The correlation coefficient between the independent variables, work discipline, and employee loyalty, shows a strong relationship with employee career development at PT. Sinar Hasil Buana. The coefficient of determination (R<sup>2</sup>) has a value of 0.883, indicating that the influence of work discipline and employee loyalty on employee career development at PT. Sinar Hasil Buana is 88.3%, while the remaining 11.7% is attributed to variables not included in the study.

The results of the first hypothesis indicate that the calculated t-value (0.664) is less than the critical t-table value (1.683), with a significance level of  $0.551 > 0.05$ . This means that the null hypothesis (H<sub>0</sub>) is accepted, and the alternative hypothesis (H<sub>a</sub>) is rejected, suggesting that work discipline does not have a significant effect on career development, at least not in a partial context.

On the other hand, the results of the second hypothesis show that the calculated t-value (14.463) is greater than the critical t-table value (1.683), with a significance level of  $0.00 < 0.05$ . Therefore, the alternative hypothesis (H<sub>a</sub>) is accepted, and the null hypothesis (H<sub>0</sub>) is rejected. This implies that employee loyalty has a significant and positive effect on career development, at least in a partial context.



The calculated F-value in the research (150.215) is greater than the critical F-table value (3.232), with a significance level of  $0.00 < 0.05$ . This indicates that both work discipline and employee loyalty have a significant simultaneous effect on employee career development at PT. Sinar Hasil Buana. The third hypothesis is accepted, suggesting that these factors are crucial for employees at PT. Sinar Hasil Buana to improve work discipline and cultivate loyalty to achieve desired career development, especially in a competitive job market.

#### **The Influence of Work Discipline on Employee Career Development at PT. Sinar Hasil Buana**

The research indicates that, partially, work discipline has a significant effect on employee career development. This is evident from the calculated t-value (0.664), which is less than the critical t-table value (1.683), with a significance level of  $0.511 > 0.05$ . Empirically, this means that the first hypothesis cannot be conclusively proven or is rejected. These results suggest that the measurement of work discipline, including indicators such as punctuality, proper use of office equipment, high responsibility, and adherence to office rules, is not particularly effective in helping employees develop their careers. This finding is consistent with Togar Naibaho's research (2018:94), which shows that work discipline does not have a significant positive effect on employee career development. However, it contradicts the findings of Edward Efendi Silalahi's research (2019:45), which suggests that work discipline, when analyzed partially, has a significant influence on employee career development.

#### **The Influence of Employee Loyalty on Employee Career Development at PT. Sinar Hasil Buana**

The research explains that, partially, employee loyalty has a significant effect on employee career development. This is observed from the calculated t-value (14.463), which is greater than the critical t-table value (1.683), with a significance level of  $0.00 < 0.05$ . These results indicate that employee loyalty, measured through indicators such as a strong desire to remain a member of the organization, a strong desire and acceptance of the organization's values and goals, and willingness to perform activities consistent with the organization, provides opportunities for employees at PT. Sinar Hasil Buana to advance in their careers. This result also suggests a positive relationship, meaning that when employees increase their loyalty to the company, it can positively influence their career development. The second hypothesis in this research is accepted. These findings are supported by Eliana Febisica Mandiangan & Agoes Ganesha Rahyuda's research (2015:1), which shows that loyalty has a significant partial influence on career development or job promotions. The results are further supported by Sandra Wijayanti Sungkono & Iga Manuati Dewi's research (2017:2), which explains that employee loyalty has a positive and significant effect on job promotions.

#### **The Influence of Work Discipline and Employee Loyalty on Employee Career Development at PT. Sinar Hasil Buana**

Based on the analysis and calculations in the research, it can be explained that, simultaneously, work discipline and employee loyalty have a significant influence on employee career development at PT. Sinar Hasil Buana. This is evidenced by the calculated F-value (150.215), which is greater than the critical F-table value (3.232), with a significance level of  $0.00 < 0.05$ . These results confirm that both work discipline and employee loyalty are essential factors in employee career development. The third hypothesis in this research is accepted. These factors should be the primary focus for employees at PT. Sinar Hasil Buana to improve work discipline and foster loyalty as employees, in order to achieve the desired career development, especially in the highly competitive job market. These research findings align with the results of Masithoh Rizky Amalia's study (2022:7), which explains that there is a significant simultaneous influence between work discipline and employee loyalty on employee career development or job promotions.

#### **CONCLUSION**

Based on the analysis and discussion conducted by the researcher, several conclusions can be drawn from this study as follows: Work discipline, when analyzed individually, does not have a significant effect on employee career development at PT. Sinar Hasil Buana. Employee loyalty, when analyzed individually, has a significant and positive effect on employee career development at PT. Sinar Hasil Buana. Work discipline and employee loyalty, when analyzed simultaneously, have a significant and positive effect on employee career development at PT. Sinar Hasil Buana. PT. Sinar Hasil Buana should provide feedback and guidance to employees to help them maintain, adhere to, and improve their work discipline while minimizing issues that may



arise during work. Employees at the company should strive to be more disciplined in their work, including complying with the company's rules and regulations. These conclusions highlight the importance of both work discipline and employee loyalty in the career development of employees at PT. Sinar Hasil Buana.

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