

# The Influence of Career Development and Work Discipline on Employee Loyalty at Golf Pringgondani Driving Range

\*Muhammad Rozali<sup>1</sup>, Rezky Oktafiandi<sup>2</sup>, Nicholas<sup>3</sup>, Siti Nabila Putri<sup>4</sup>

<sup>1234</sup>Universitas Borobudur

[1m.rozali@borobudur.ac.id](mailto:m.rozali@borobudur.ac.id), [2rezkyoktafiandi.btn@gmail.com](mailto:rezkyoktafiandi.btn@gmail.com), [3nicholastanzil@yahoo.com](mailto:nicholastanzil@yahoo.com)

[4nabilaputrisiti@gmail.com](mailto:nabilaputrisiti@gmail.com)

\*corresponding author

## ABSTRACT

The purpose of this study is to determine the influence of career development and work discipline, both partially and simultaneously, on employee loyalty. This research employs multiple regression. Primary and secondary data collected from field sources and the library are utilized. The research sample consists of 59 employees from the Driving Range Golf Puringondari. The results of this study indicate that Career Development and Work Discipline are important variables influencing Employee Loyalty.

The sampling method used is random sampling. This research is quantitative in nature. This method is chosen because the researcher believes it provides equal opportunities for each sampling unit to be selected as a sample, as one of the elements of the population. Primary data is obtained directly through surveys with questionnaires distributed directly to staff at the Driving Range Golf Puringondani. Multiple regression analysis studies what happens to the status (top and bottom) of a dependent variable (criteria) when two or more independent variables are manipulated as predictors (in addition to reducing their values) Used when one wants to make predictions). The results of this study also indicate that the Career Development and Work Discipline variables have a significant influence on Employee Loyalty.

**Article History:** 25 Feb 24

**Article submission:** 25 Feb 24

**Article revision:** 26 Feb 24

**Article acceptance:** 27 Feb 24

**Keywords:** Career Development, Work Discipline, Employee Loyalty

## I. INTRODUCTION

In the course of world development, the transition from one generation to the next is inevitable. In 1960, they were referred to as baby boomers, but currently, workers fall into the category of alpha: the millennial generation. According to the 2016 Deloitte Millennial Survey, millennials are planning to leave their current

companies and organizations. Out of 7,692 individuals surveyed across 29 countries, 66% are planning to quit their jobs. Therefore, this poses a threat to businesses in terms of employee retention.

Hence, to attract loyal employees, companies must strive to fulfill their employees' needs. By providing recognition, professional development, promotions, and incentives, management can help motivate employees to achieve their goals within your company. One strategy that management should implement is planning and developing employees' careers while they work at the company. Career advancement is crucial for many employees. As management knows which positions need to be attained to reach the top, employees can remain motivated and continue to enhance their skills, fostering loyalty to the company.

Work discipline also has an impact on employee retention. Discipline determines whether employees can perform their jobs effectively. This becomes problematic when employees lack discipline in their work. For example, if employees are frequently late or absent without permission, it disrupts their work and the company's performance may suffer. Without good discipline, employees in a company will struggle to achieve optimal results. This indicates that there is a problem with work discipline that can affect performance (Syafrina, 2017).

The research was conducted at the Driving Range Golf Puringondani Company, which operates in the sports sector and also provides field rental services for golf enthusiasts. Based on our observations at the Driving Range Golf Puringondani office, promotions and employee training conducted by leaders in their respective fields are the foundation of employee career development, and often leaders work at higher levels (Preference will be given to employees with bachelor's degrees). This is compared to employees with bachelor's degrees filling positions such as department heads and deputy department heads. Based on interviews with employees, although the employees in question are permanent employees who have worked for years, their academic backgrounds do not meet the criteria for career development, and they still cannot participate in and obtain scholarships. This lack of opportunity for professional development leaves employees unable to advance in their careers.

## II. LITERATURE REVIEW

### **Career Development**

Career development is a series of activities (such as seminars) that contribute to the exploration, formation, success, and achievement of an individual's career (Dessler, 2010). This definition can be interpreted as career development being an ongoing activity that is beneficial for an individual's professional success.

### **Dimensions and Indicators of Career Development**

The personal development process is the way individuals advance towards their career goals. Personal development is the process by which an individual enhances their career objectives. According to Handoko's statement (2014) as cited in Megita, there are three dimensions of career advancement: education, training, and work experience.

### **Work discipline**

Hasibuan (2016: 193) states that discipline is the conscious willingness of individuals to comply with all regulations within the company and prevailing social norms. Individuals who willingly follow all rules and are aware of their duties and responsibilities without being forced are known as conscientiousness. Conversely, readiness refers to the attitudes, behaviors, and actions of individuals, whether documented or not, in accordance with company regulations.

### **Dimensions and Indicators of Work Discipline**

In essence, there are several factors that can influence employee discipline within a company. According to Hasibuan (2016: 194), this is based on theories related to aspects and indicators of work discipline, such as leadership example, goals and leadership, fairness, rewards, counseling, punitive sanctions, firmness, and human relations.

### **Employee Loyalty**

Loyalty is one of the key aspects in forming commitment to an organization. This effort is necessary to reduce turnover." Quoted from Tangga and Porter (Halimsetiono, E, 2014).

### **Dimensions and Indicators of Employee Loyalty**

According to An Nissa (2013) citing Saydam, employee loyalty has several aspects and indicators. These dimensions and metrics include compliance, responsibility, dedication, and honesty.

### III. METHODS

This research is quantitative in nature. The purpose of quantitative research is to describe phenomena or patterns in a measurable way. The use of quantitative methods allows researchers to understand the scope of a phenomenon, which can then be used for comparison. Researchers can use inferential statistics to identify patterns of relationships, interactions, and cause-and-effect among observed phenomena. The purpose of using multiple regression analysis is to predict the state (increase or decrease) of a dependent variable (baseline). Two or more independent variables used as predictors are manipulated (increasing in value). Therefore, multiple regression analysis is conducted when there are two or more independent variables.

### IV. RESULTS

The coefficient of determination ( $R^2$ ) primarily relates to the extent to which a model can account for changes in the dependent variable. This testing is done using the R-squared test. The result of the discrimination test in this research is :

#### Coefficient of Determination ( $R^2$ )

- a. Predictors: (Constant), Career Development, and Work Discipline
- b. Dependent Variable: Employee Loyalty

The coefficient of determination indicates that the independent variables (overall) have an influence of 66.5% on the dependent variable. The remaining 33.5% is influenced by factors outside the scope of this study.

Determining the significance of the research results requires the use of t-test (Partial Test). The t-test is used to determine the effect of Career Development and Work Discipline on Employee Loyalty. Below are the results of the t-test in this study :

		Model Summary <sup>b</sup>		Adjusted R Squar	Std. Error of the Estimate
Model	R	R			

	Square	e		
1	.822	.67	.665	2.202
a	6		04	

a. Dependent Variable: Loyalitas

b. Predictors: (Constant), Career Development and Work Discipline

To ensure the validity of the coefficient of determination test above, we can ascertain it through an Analysis of Variance (ANOVA) test (F-test). In this testing, the following conditions apply :

- If the significance value  $> 0.05$ , then  $H_0$  is accepted and  $H_a$  is rejected
- If the significance value  $< 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted

In this study, the results of the Anova test are as follows :

F-test					
ANOVA					
Model	Sum of Square	Df	Mean Square	F	Sig.
Regression	567.100	2	283.550	58.476	.000 <sup>b</sup>
Residual	271.544	56	4.849		
Total	838.644	58			

- Dependent Variable: Employee Loyalty
- Predictors: (Constant), Career Development, and Work Discipline

In this study, the calculated F-value is 58.476, which is greater than the tabulated F-value of 2.70. This implies that the second condition is accurate. The second condition is confirmed by the fact. Consequently, there is a linear relationship between the dependent and independent variables. The multiple linear regression effect of work discipline on career development and loyalty is as follows :

### Multiple

### Regression Test

#### Coefficients<sup>a</sup>

Model	Unstandard ized Coefficients		Standar dized Coeffici ents		T	Sig.	Collinearit y Statistics	
	B	Std. Error	Beta				Toler ance	VIF
			r					
(Constant)	.499	3.553			.141	.889		
Disiplin Kerja	.462	.120	.316	3.850	.000	0.992	1.008	
Pengembangan Karir	.304	.038	.650	7.923	.000	0.994	1.006	

Dependent Variable: Loyalitas

Based on the results from the chart above, it can be observed that career development is the most significant factor in determining loyalty. This is because its standardized beta coefficient value is greater than the values of other variables, at 0.650. From the obtained results of the regression coefficients above, a regression equation can be formulated as follows :

$$Y = 0,499 + 0,462 X_1 + 0,304 X_2 + e$$

Where :

Y = Employee Loyalty

X<sub>1</sub> = Career Development

X<sub>2</sub> = Work Discipline

e = Error Level

Based on the above calculations, the following conclusions can be drawn: a. The constant of 0.499 means that if the variables Career Development (X<sub>1</sub>) and Work Discipline (X<sub>2</sub>) are both 0, the resulting Loyalty value is 0.499, assuming other variables that may affect Loyalty are held constant. b. The regression coefficient of

the Career Development variable (X1) of 0.462 indicates that for each unit increase in the Career Development variable (X1), the Loyalty (Y) of employees at Golf Pringgondani Driving Range will increase. c. The regression coefficient of the Work Discipline variable (X2) of 0.304 indicates that for each unit increase in the Work Discipline variable (X2), the Loyalty (Y) of employees at Golf Pringgondani Driving Range will increase.

## V. CONCLUSION AND SUGGESTION

Based on the data analysis, the coefficient of influence of the independent variables (total) on the dependent variables (career development and work discipline) is 66.5%, while the remaining 43.45% is not considered in this study. The linear relationship between the independent and dependent variables is determined by the fact that the calculated F-value of 58.476 exceeds the estimated value of 2.70 on the F-value. Based on the results of multiple regression analysis, the variable that most influences loyalty is career development, with a standardized coefficient beta value larger than the other variables, at 0.650.

Career development based on professional skills allows employees to feel justified in working at Puringondani Golf Driving Range and maintain loyalty to the company, enabling them to advance in their careers.

The sense of fairness that arises among some employees who feel that their rights and responsibilities are fulfilled by the company and management leads them to show loyalty to the company.

## VI. BIBLIOGRAPHY

Bangun, Wilson. 2012. *Pengaruh Kompensasi terhadap Aktivitas Karyawan*. Universitas Hasanuddin

Cahyadi, Robi. "Pengaruh Pengembangan Karir dan Disiplin Kerja terhadap Loyalitas Karyawan (Studi Kasus Pada PT. Pondok Cabe Golf and Country". Skripsi UIN, 2020

Hasibuan, Malayu S. P. 2013. *Manajemen Sumber Daya Manusia*. Cetakan KetujuhBelas. Jakarta: Bumi Aksara.

M Rozali, K. K. (2020). Pengaruh Motivasi Dan Kompensasi Terhadap Kinerja Karyawan Pada Pt Takeda Indonesia. *Manajemen Dan Bisnis*, 65-74.

M Rozali, P. A. (2023). Kompensasi Sebagai Peningkatan Kinerja Karyawan., (pp. 265-272).

R Bicara, M. R. (2023). Labor Discipline Analysis on the Performance of Employees of the Central Statistical Office of South Sumatra Province Before and During the Covid-19 Pandemic. Semarang, Central Java, Indonesia: EAI.

R Ratnawati, S. P. (2023). ANALYSIS OF MANUFACTURING FIRM OPERATIONAL MANAGEMENT. *Jurnal Ekonomi*, 170-175.

Rozali, M. (2018). Pengaruh Motivasi Dan Kompensasi Terhadap Kinerja Karyawan Pada Pt Takeda Indonesia. *Jurnal Ekonomi*, 359-372.

Rozali, M. (2018). Pengaruh Motivasi Dan Kompensasi Terhadap Kinerja Karyawan Pada Pt Takeda Indonesia. *Jurnal Ekonomi*, 359-372.

Sugiyono. 2013. *Metode Penelitian Administrasi Dilengkapi dengan Metode R&D*.