

Analysis of the Effect of Work Discipline and Career Development on Organizational Commitment at Farmers Market PTC Mall Palembang

Nency Agustin¹, Luis Marnisah, Susi Handayani

Faculty Economics Management, Indo Global Mandiri University, Indonesia

Abstract: This study aims to analyze the influence of work discipline and career development on employees' organizational commitment at Farmers Market PTC Mall Palembang. Using a quantitative approach with SPSS version 26, this research was conducted through a survey method by distributing questionnaires to 102 employees selected as samples from the total population of Farmers Market PTC Mall Palembang employees. The collected data were analyzed using multiple linear regression to examine the relationship between the studied variables. The results indicate that work discipline and career development have a positive and significant effect on employees' organizational commitment. Employees with a high level of discipline tend to have a greater sense of responsibility towards the organization, while well-structured career development programs, such as training and promotion opportunities, enhance loyalty and work motivation. These findings provide recommendations for the company to focus more on improving discipline strategies and career development programs to create a more productive and sustainable work environment.

Keywords: *Work Discipline, Career Development, Organizational Commitment*

Article Info:

Received: March 27th 2025 | **Revised:** April 14th 2025 | **Accepted:** May 20th 2025

DOI:

¹ E-mail: agustinnency8@gmail.com (Correspondence Author)

1. INTRODUCTION

In today's competitive business world, Human Resource Management (HRM) plays a crucial role in ensuring organizational sustainability. HRM is not only responsible for managing the workforce but also for ensuring that employees can develop optimally to support the achievement of corporate goals. According to Suryani (2021), HRM encompasses aspects such as recruitment, training, and career development, which can enhance employee engagement and productivity. This is further supported by Wulandari (2022), who states that effective HRM fosters a work culture that promotes performance improvement.

One important aspect of HRM is organizational commitment. Organizational commitment refers to the level of emotional attachment and loyalty employees have toward the company, which can significantly impact individual performance and overall organizational success. According to Allen & Meyer (1990), organizational commitment can be classified into three main types: affective commitment (the desire to stay based on emotional attachment), normative commitment (a sense of obligation to remain), and continuance commitment (staying due to cost-benefit considerations). Rahayu (2022) explains that high job satisfaction can increase employee loyalty to the company. Another study by Sutrisno (2021) indicates that employees who receive support in the form of training and career development tend to have stronger loyalty to the company. Firmansyah (2023) adds that effective HRM should involve employee participation in decision-making and provide fair development opportunities to strengthen emotional attachment to the company.

One of the factors influencing organizational commitment is work discipline. Work discipline refers to employees' adherence to company rules and policies aimed at creating an orderly and productive work environment (Mangkunegara, 2019). Employees with high work discipline tend to be more responsible and perform better, ultimately enhancing their commitment to the organization. A study by Sumatik & Muffarohah (2022) found that work discipline positively influences organizational commitment. However, Nurlina & Wibowo (2023) discovered that in some cases, overly strict discipline can reduce job satisfaction and lower employee commitment.

In addition to work discipline, career development is also a key factor in enhancing organizational commitment. Career development includes various efforts by companies to provide opportunities for skill enhancement, experience, and career advancement for employees (Mondy & Noe, 2018). Employees who feel that their company supports their growth tend to exhibit higher commitment levels. Hamid et al. (2021) found that career development significantly affects organizational commitment. However, a contrasting study by Irawan & Setiawan (2023) suggests that poorly structured career development can lead to dissatisfaction and encourage employees to seek opportunities elsewhere.

The Farmers Market PTC Mall Palembang is a prominent retail establishment located in Palembang, South Sumatra. It is known for offering a diverse range of products, including fresh groceries, local delicacies, and household items. The mall is strategically located to cater to a wide customer base, attracting shoppers from various demographics. Despite its strong position in the local market, Farmers Market PTC Mall Palembang faces challenges in employee retention, particularly related to work discipline and career development. Many employees have voiced concerns regarding unclear career advancement opportunities and a lack of

training programs, which have contributed to high turnover rates. Additionally, issues with non-compliance to company rules and regulations have also affected productivity and employee commitment, indicating a need for strategic improvements in Human Resource Management (HRM).

Previous studies have explored the relationship between work discipline, career development, and organizational commitment. For instance, Hamid et al. (2021) found that career development significantly influences organizational commitment. However, Irawan & Setiawan (2023) reported conflicting findings, where career development could negatively impact organizational commitment. Additionally, Sumatik & Muffarohah (2022) found that work discipline positively influences organizational commitment, but this contrasts with the findings of Nurlina & Wibowo (2023), who suggest that work discipline can have a negative impact on employee commitment.

These differing findings indicate a research gap that needs further exploration, particularly in the context of the modern retail industry, such as Farmers Market PTC Mall Palembang. Therefore, this study aims to analyze the influence of work discipline and career development on organizational commitment, providing a more comprehensive understanding of how to optimize HRM strategies in the retail sector. Through this research, companies are expected to gain insights into how work discipline and career development can be leveraged to enhance employee commitment and reduce high turnover rates.

2. LITERATURE REVIEW

Work Discipline

Discipline is the most significant reflection of an employee's sense of responsibility toward the tasks assigned to them (Handayani, 2021). Discipline is a fundamental requirement for achieving optimal results in an institution. Therefore, regulations concerning discipline are always present in every company due to its crucial role in meeting established standards. Through discipline, an employee not only respects themselves but also others. For instance, an employee who can complete tasks without requiring supervision from a superior demonstrates a high level of discipline. According to Sutrisno (2020), discipline is a form of employee compliance in adhering to all applicable rules and social norms within the company, which affects not only the individual but also the entire team.

Career Development

Career development is a crucial process in human resource management as it enables employees to update, develop, and enhance their skills and abilities. According to Suhendar (2021), career development provides employees with opportunities to maximize their potential, which contributes to increased company productivity. Furthermore, employees who feel supported in their career development tend to have higher motivation and commitment to the company. This view is supported by Putri (2023), who states that career development not only improves individual competencies but also creates a work environment that fosters growth and employee loyalty.

Organizational Commitment

Organizational commitment, according to Suyanto & Ie (2021), requires an active relationship with the organization, wherein individuals are willing to contribute to the organization's success. Passive loyalty to the organization does not equate to commitment. Commitment reflects an employee's belief in the organization, including its goals and core principles. Putra et al. (2020) define organizational commitment as a situation in which employees support a particular company and its objectives and wish to remain with it. Meanwhile, Sutrisno (2020) defines organizational commitment as "(1) a strong desire to be part of a group, (2) a high willingness to work for the organization, and (3) a belief in and acceptance of certain organizational principles and objectives." Oupen & Yudana (2020) state that organizational commitment is formed through trust, willingness, and a desire to achieve a shared goal, ensuring the individual remains part of the organization in both favorable and challenging conditions.

3. RESEARCH METHOD

This study employs a quantitative approach using a survey method to collect primary data. Data is gathered through the distribution of questionnaires to respondents, who consist of employees at Farmers Market PTC Mall Palembang. The total population in this study is 120 employees, with a sample size determined using Slovin's formula, resulting in 92 respondents. The sampling technique used is purposive sampling, considering employees who have worked for at least six months. Data analysis is conducted using multiple linear regression with the assistance of SPSS software. Classical assumption tests, including normality, heteroscedasticity, multicollinearity, and autocorrelation tests, are performed to ensure that the regression model meets the valid statistical analysis requirements. The results of the analysis will be used to test the research hypothesis regarding the influence of work discipline and career development on employees' organizational commitment at Farmers Market PTC Mall Palembang.

4. RESULTS AND DISCUSSION

Hypothesis Testing

Partial Test (t-test)

The t-test is used to examine the significance of the relationship between each independent variable (X) and the dependent variable (Y) individually. Before drawing conclusions, the t-table value must be determined at a significance level of 0.05 with degrees of freedom (df) = $n - k - 1 = 102 - 2 - 1 = 99$, resulting in a t-table value of 1.666. The SPSS Version 26 output is presented as follows:

Table 1. Partial Test (t-test)

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
	Model	B	Std. Error	Beta	t Sig.
1	(Constant)	10.724	3.513		3.052 .003
	Work Discipline	.205	.060	.323	3.408 .001
	Career Development	.152	.075	.193	2.028 .045

Source: Processed data by the researcher (2024)

Based on Table 1, the partial test results show that Work Discipline and Career Development significantly affect Organizational Commitment. The Work Discipline variable has a t-value of 3.408, greater than the t-table value (1.666), with a significance level of 0.001 (< 0.05), indicating a significant effect. Similarly, Career Development has a t-value of 2.028, also greater than the t-table value (1.666), with a significance level of 0.045 (< 0.05), indicating a significant effect as well. These results demonstrate that both work discipline and career development individually contribute to enhancing employees' organizational commitment.

Simultaneous Test (F-test)

The F-test assesses the overall significance of the model, determining the combined effect of independent variables on the dependent variable. The F-table value is calculated using $df = n - k - 1$; with $n = 102$, $k = 2$, resulting in $df = 99$ and an F-table value of 2.70.

Table 2. Simultaneous Test (F-test)

ANOVA ^a					
	Model	Sum of Squares	df	Mean Square	F Sig.
1	Regression	147.284	2	73.642	10.577 .000 ^b
	Residual	689.305	99	6.963	
	Total	836.588	101		

Source: Processed data by the researcher (2024)

Based on Table 2, the simultaneous test (F-test) results show that Work Discipline and Career Development variables together have a significant impact on Organizational Commitment. This is indicated by an F-value of 10.577, greater than the F-table value (2.70), with a significance level of 0.000 (< 0.05). Therefore, it can be concluded that the regression model used in this study is valid and demonstrates a simultaneous effect of the independent variables on the dependent variable.

Correlation and Determination Coefficient Test

The correlation coefficient (R) analysis is used to determine the strength of the relationship between Work Discipline and Career Development on Organizational Commitment. The regression analysis data shown in the Model Summary provides the results. The determination coefficient test aims to measure the percentage of contribution or influence of the independent variables on the dependent variable, as indicated by the R^2 value in the table below:

Table 3. Correlation and Determination Coefficient Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.520 ^a	.376	.358	4.639

Source: Processed data by the researcher (2024)

Based on Table 3, the correlation coefficient (R) is 0.520, indicating a moderate positive relationship between Work Discipline and Career Development with Organizational Commitment, at 52%. This suggests that improvements in work discipline and career development can increase organizational commitment, while deficiencies in these areas may lead to a decrease in commitment. A determination coefficient (R^2) of 0.376, meaning that 37.6% of the variability in organizational commitment is explained by work discipline and career development. The remaining 62.4% is influenced by other factors not included in this model. Therefore, while work discipline and career development are important, other factors also affect organizational commitment.

The Influence of Work Discipline on Organizational Commitment

The test results conducted at Farmers Market Palembang indicate that work discipline has a positive and significant influence on organizational commitment. This is evidenced by the partial test (t-test), which shows that the Work Discipline variable has a t-count value of 3.408, greater than the t-table value (1.666), with a significance value of 0.001 (< 0.05), thus confirming a significant effect. These results reinforce that work discipline is not only an essential factor in company operations but also has a direct impact on employees' organizational commitment. In other words, disciplined employees tend to have higher loyalty and are more enthusiastic about contributing to the company's goals. This suggests that the higher the level of work discipline employees have, the higher their commitment to the organization. Good work discipline includes adherence to rules, responsibility

for tasks, and punctuality, all of which contribute to a productive and harmonious work environment.

The findings of this study align with research conducted by Waljiyanti et al. (2023) and Suherdi & Ahmad (2023), which state that work discipline has a positive and significant impact on employees' organizational commitment. However, this study contradicts research conducted by Wijaya & Kuncoro (2024), which found that work discipline has a negative and insignificant effect on organizational commitment.

The Influence of Career Development on Organizational Commitment

The test results conducted at Farmers Market Palembang indicate that career development has a positive and significant influence on organizational commitment. This is evidenced by the partial test (t-test), which shows that the Career Development variable has a t-count value of 2.028, also greater than the t-table value (1.666), with a significance value of 0.045 (<0.05), confirming a significant effect. This suggests that career development plays a crucial role in increasing employees' commitment to the organization. With good career development opportunities, such as training, promotions, or skill enhancement programs, employees feel valued and motivated to remain loyal to the company. Conversely, a lack of career development attention may reduce organizational commitment and increase turnover risk.

The findings of this study align with research conducted by Hamid et al. (2021) and Choiriyah & Indriyaningrum (2022), which state that career development has a positive and significant impact on employees' organizational commitment. However, this study contradicts research conducted by Mutiara et al. (2023), which found that career development has a negative and insignificant effect on organizational commitment.

The Influence of Work Discipline and Career Development on Organizational Commitment

The test results conducted at Farmers Market Palembang indicate that work discipline and career development have a positive and significant influence on employees' organizational commitment. This is evidenced by the simultaneous test (F-test), which shows an F-count value of 10.577, greater than the F-table value (2.70), with a significance value of 0.000 (<0.05). Therefore, it can be concluded that the regression model used in this study is valid and demonstrates a simultaneous influence of the independent variables on the dependent variable.

Furthermore, the coefficient test results show that the correlation coefficient (R) is 0.520, indicating a weak positive relationship between Work Discipline and Career Development on employees' Organizational Commitment, at 52%. In other words, this result suggests that the level of employees' organizational commitment at Farmers Market PTC Mall Palembang is related to work discipline and career development. The coefficient of determination (R^2) obtained is 0.376, meaning that 37.6% of the variability in employees' organizational commitment can be explained by work discipline and career development. The remaining 62.4% is influenced by other factors not examined in this study. In other words, although work discipline and career development are related to organizational commitment, other factors also play an essential role in determining employees' commitment levels.

The findings of this study align with research conducted by Waljiyanti et al. (2023) and Hamid et al. (2021), which state that work discipline has a positive and

significant impact on employees' organizational commitment. However, this study contradicts research conducted by Wijaya & Kuncoro (2024), which found that work discipline has a negative and insignificant effect on organizational commitment, as well as research by Mutiara et al. (2023), which found that career development has a negative and insignificant effect on organizational commitment.

Overall, this study highlights the importance of work discipline and career development in enhancing organizational commitment. However, it also suggests that other factors, which were not examined in this study, could significantly influence employees' commitment levels. Further research is needed to explore these additional factors and provide a more comprehensive understanding of what drives organizational commitment in the modern retail sector.

5. CONCLUSION

Based on the research findings, both work discipline and career development have a significant influence on employees' organizational commitment at Farmers Market PTC Mall Palembang, both individually and together. The study reveals that each of these factors contributes to strengthening employees' attachment and loyalty to the organization. The results confirm that improvements in work discipline, which fosters a more structured and productive work environment, along with enhanced career development opportunities, which promote employee growth and satisfaction, are key drivers of organizational commitment. Moreover, the findings suggest that while work discipline and career development are important, other factors not explored in this study may also play a role in shaping organizational commitment. These results highlight the importance of effective Human Resource Management strategies that focus on both work discipline and career development to enhance employee loyalty and engagement within the organization.

REFERENCES

Journal/Book:

- Choiriyah, S. A. & Indriyaningrum, K. (2022). Pengaruh Pengembangan Karir Dan Pemberdayaan Karyawan Terhadap Komitmen Organisasional Pada PDAM Tirta Moedal Kota Semarang. *SEIKO : Journal Of Management & Business*, 5(1), 2022–2254.
- Firmansyah, B., & Widodo, A. (2023). Pengaruh Pengembangan Karir Terhadap Komitmen Organisasional Karyawan. *Jurnal Bisnis dan Manajemen*, 14(1), 85-97.
- Firmansyah, H. (2023). Peran Manajemen Sumber Daya Manusia dalam Meningkatkan Loyalitas Karyawan. *Jurnal Manajemen dan Bisnis*, 11(3), 158-170.
- Ghozali, Imam. (2021). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25*. Badan Penerbit Universitas Diponegoro: Semarang
- Hamid, N., Hakim, A. A. A. A., & Shaleha, W. M. (2021). Etos Kerja Dan Pengembangan Karir Terhadap Komitmen Organisasi Karyawan Pada Hotel Claro Kota Kendari. *Jurnal Valuasi: Jurnal Ilmiah Ilmu Manajemen Dan Kewirausahaan*, 1(1), 200–215.
- Handayani, S. (2021). Employee Performance Improvement Through Strengthening Motivation and Work Discipline (Case At PT. Sarana Yang Maju In Palembang City) . *Seminar Ilmiah Sistem Informasi Manajemen dan* , 21-31.
- Nugraha, R., & Wijaya, T. (2022). Pengembangan Karir dan Loyalitas Karyawan di Sektor Ritel. *Jurnal Bisnis dan Ekonomi*, 13(1), 144-157.
- Oupen, S. M., & Yudana, I. M. (2020). Kontribusi Kepemimpinan Transformasional, Budaya Organisasi, Disiplin Kerja, Dan Motivasi Kerja, Terhadap Komitmen Organisasional Guru Sd. *Jurnal Administrasi Pendidikan Indonesia*, 11(1), 34–43.
- Priyanto, A., & Santoso, T. (2020). Disiplin Kerja dan Kinerja Tim di Industri Ritel. *Jurnal Ekonomi dan Bisnis Indonesia*, 8(3), 95-108.
- Putri, D. A. (2023). Dampak Pengembangan Karir terhadap Kepuasan Kerja Karyawan. *Jurnal Ilmu Manajemen*, 7(3), 230-238.
- Rahayu, A. (2020). Hubungan Komitmen Organisasional dengan Kepuasan Kerja. *Jurnal Sumber Daya Manusia Indonesia*, 5(1), 85-97.
- Rahayu, A. (2022). Peran MSDM dalam Meningkatkan Loyalitas dan Kepuasan Kerja. *Jurnal Bisnis dan Manajemen Indonesia*, 9(2), 198-210.

- Sinta Ritonga, B. (2022). Pengaruh Disiplin Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada BPJS Ketenagakerjaan Cabang Medan Kota. *Jurnal Ilmiah Manajemen Ekonomi Dan Bisnis*, 2(6), 59–69.
- Suhendar, A. (2021). Pentingnya Pengembangan Karir dalam Meningkatkan Produktivitas Karyawan. *Jurnal Manajemen dan Bisnis*, 6(2), 99-107.
- Surito, S., Arifin, A. H., & Aiyub, A. (2020). Pengaruh Disiplin Kerja, Dan Lingkungan Kerja Terhadap Komitmen Organisasi Pegawai Universitas Malikussaleh Dengan Kepuasan Kerja Sebagai Variabel Intervening. *J-MIND (Jurnal Manajemen Indonesia)*, 4(1), 30.
- Suryani, N. (2021). Fungsi MSDM dalam Meningkatkan Kinerja Karyawan. *Jurnal Ilmu Ekonomi dan Manajemen*, 9(3), 125-137.
- Sutrisno, E. (2021). Pengaruh MSDM terhadap Komitmen Organisasional Karyawan. *Jurnal Ekonomi dan Manajemen*, 7(1), 77-89.
- Sutrisno, E. (2022). Faktor-faktor yang Mempengaruhi Komitmen Organisasional. *Jurnal Manajemen Bisnis*, 12(3), 234-246.
- Syahputra, R. (2023). Jenjang Karir Karyawan: Pendidikan dan Pelatihan sebagai Faktor Utama. *Jurnal Pengembangan Karir*, 8(1), 120-130.
- Utami, D. (2023). Peran MSDM dalam Pencapaian Tujuan Perusahaan. *Jurnal Manajemen Sumber Daya Manusia*, 8(4), 198-210.
- Wulandari, T. (2022). Pengaruh MSDM terhadap Produktivitas Karyawan. *Jurnal Manajemen dan Bisnis Indonesia*, 11(2), 147-158.