

The Effect of Career Development and Work Discipline on Employee Performance PT Telkom Purwokerto

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Abstract

Work discipline, career development, and employee performance are the primary issues of management in human resource administration. The objective of this study is to determine and assess the impact of work discipline and career development on the performance of PT Telkom Purwokerto employees. This study employs quantitative methodologies with descriptive analysis techniques and causality analysis using SPSS Version 20. The data was collected by conducting interviews with the HR department and sending questionnaires to 40 workers of PT Telkom Purwokerto using a saturated sample technique. The study's findings rated work discipline, career growth, and employee performance as good. The results also indicate that work discipline and career development have a substantial impact, either partially or simultaneously, on the performance of PT Telkom Purwokerto personnel.

Keywords: Career Development, Work Discipline, Employee Performance, Human resource, Human capital

1. Introduction

The growth of business in modern times is accelerating vastly. There has been a proliferation of both state-owned and private businesses. State-owned enterprises have a significant role in the Indonesian economy. State-owned businesses must continually develop and innovate in order to generate profits and remain competitive in the global market. PT Telekomunikasi Indonesia is a state-owned enterprise focusing on information and digital services in Indonesia. In recent years, digitization and technological disruption have led to Indonesia's more developed digital economy. The contribution of the digital economy sector to the national economy continues to increase. In 2020, the digital economy provided around 4% of the nation's overall GDP, or \$44 billion. In 2020, total digital economy revenue climbed by 11 percent compared to the previous year. The increasing contribution of the digital economy to the nation's gross domestic product shows the sector's expansion. Increasing digital demand in Indonesia will allow this sector's contribution to national economic growth to be expanded in the future.

Businesses are drawn to the digital market due to its vast potential. PT Telkom Indonesia (Persero) Tbk contributes to developing the company's business by focusing on work in three domains: digital connectivity, digital platforms, and digital services. Telkom has developed several digital platforms and services to advance Indonesia's digitization. Telkom has developed the following digital products and services with other organizations and stakeholders. PT. Telkom always pays attention to increasing its services in every province. Service excellence is the main target to accomplish in every organization. Therefore, it requires excellent human resources to create such a situation.

Human resources are the most valuable of company assets. Excellent employee performance is required for a business to generate profits, compete in the market, and fulfil its objectives. Employees' performance is achieved by accomplishing organization duties and obligations within a specific time frame (Jaya et al., 2021). Work discipline and career advancement are characteristics that contribute to improved employee performance (Lyons & Lovelock, 2016; Nagy et al., 2019). Work discipline is a tool for communicating what has been organized so that all rules and guidelines may be communicated by employees, hence enhancing the performance of both employees and the organization (Thompson, 2017). Career development also plays an important role in increasing employee performance (Gupta et al., 2021). Every organization must focus on improving a person's career plans so that a person's potential can increase to fulfil the organization's needs (Destianti et al., 2021). Especially when Telkom is a company that prioritizes service to its customers, the role of good human resources is very much needed to achieve this goal.

PT. Telkom Purwokerto is a Telkom company that delivers information-based and digital services to local consumers. One of the keys to providing excellent service to consumers is maintaining a high level of work discipline. Work discipline is a factor in achieving optimal organizational performance. Every action has repercussions for the

company; thus, disciplined employees must possess a strong sense of responsibility. In addition to disciplinary action, achieving high employee performance also depends on the organization's ability to pay attention to the employees' needs. When employees' needs are adequately satisfied, they can reach their fullest potential. The company can demonstrate concern by ensuring that the career paths of its employees are well-defined. Because they hope to remain with the company for a significant amount of time, employees require career stability. The research is conducted to explore a further connection between work discipline and career path against employee performance in this company.

2. Literature Review

Employee Performance

Employee performance is a form of action in which employees have achieved the company's overall goals by fulfilling their roles (Pradana et al., 2021).

Career Development

According to McDonald et al. (2022), career development is a change or improvement in employee performance inside a firm to enhance one's career plans and provide additional duties and responsibilities, hence making the company more developed and advanced in terms of enhancing corporate performance.

Work Discipline

According to Rubin (2007), work discipline is a management activity to execute organizational standards so that defined rules or guidelines in a company are run according to the rules and objectives of a corporation.

Research Framework

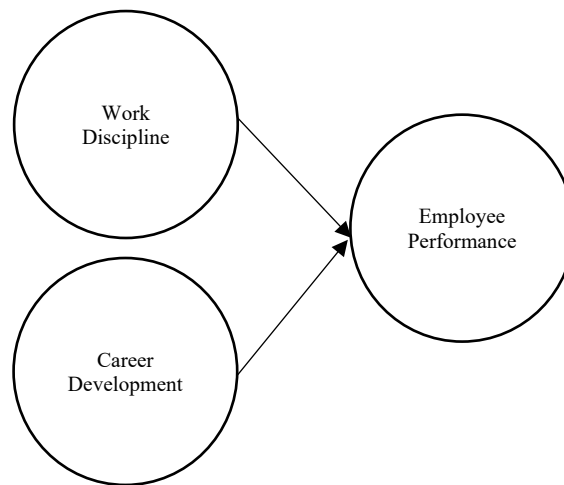


Figure 1. Research Framework

3. Method

This study uses quantitative methods, with descriptive analysis and multiple regression to process the data and the outcome. The independent variables used are Work Discipline (X1), and career development (X2). The dependent variable used in this study is employee performance (Y). In this particular study, the sampling method used was known as saturated sampling. A method of sampling known as saturated sampling involves taking a sample from every member of the community under study (Sekaran & Bougie, 2016). Therefore, the total population was used as the sample size for this investigation, which included all of the workers of PT Telkom Purwokerto, which totalled up to forty respondents.

4. Result and Discussion

Descriptive Analysis

The research result based on descriptive analysis is described in these tables.

Table 1. Employee Performance result

NO	DIMENSION	TOTAL VALUE	IDEAL VALUE	PERCENTAGE
1.	Work Quality	831	1000	83,10%
2.	Work Quantity	672	800	83,85%
3.	Punctuality	683	800	85,25%
4.	Cost Effectivity	653	800	81,62%
5.	Relation Between Employee	690	800	86,25%
	Total	3529	4200	84.01%

Based on Table 1, it can be concluded that the total score of the descriptive analysis on the employee performance variable is 3259 with a percentage of 84.01%, thus the employee performance at PT Telkom Purwokerto within very good category.

Table 2. Career Development

NO	DIMENSION	TOTAL VALUE	IDEAL VALUE	PERCENTAGE
1.	Career path fairness	645	800	83,10%
2.	Career concern from superior	664	800	83,85%
3.	Promotion opportunity	687	800	85,25%
4.	Intention to promoted	1003	1200	81,62%
5.	Satisfaction level	684	800	86,25%
	Total	3683	4400	83,69%

Based on Table 2, it can be concluded that the total score of the descriptive analysis on the career development variable is 3683 with a percentage of 83.69%, thus career development at PT Telkom Purwokerto within a good category.

Table 3. Work Discipline

NO	DIMENSION	TOTAL VALUE	IDEAL VALUE	PERCENTAGE
1.	Ontime work	1002	1200	83,50%
2.	Obey company's rule	671	800	83,87%
3.	Good behavior	668	800	83,50%
4.	Following order	660	800	82,50%
	Total	3001	3600	83,34%

Based on Table 3, it can be concluded that the total score of the descriptive analysis on the work discipline variable is 3001 with a percentage of 83.34%, this means that work discipline at PT Telkom Purwokerto is included within the good category.

Multiple Regression Analysis

The research result for multiple regression analysis is described as follows.

Table 4. Multiple Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.326	.253		-1.288	.206
1 Career Development	.725	.094	.674	7.701	.000
2 Work Discipline	.359	.099	.318	3.631	.001

Dependent Variable: Employee Performance

Based on Table 4, it can be seen through multiple linear regression analysis that the constant value is -0.326, the career development coefficient is 0.725, and the work discipline coefficient is 0.359. Therefore, that the regression equation is $Y = -0.326 + 0.725X_1 + 0.359X_2$.

T-Test Result

The research result for T-Test is described as follows.

Table 5. T-Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.326	.253		-1.288	.206
1 Career Development	.725	.094	.674	7.701	.000
2 Work Discipline	.359	.099	.318	3.631	.001

a. Dependent Variable: Employee Performance

Based on Table 5, it can be seen that the value of t value (7.701) > t table (2.02619) and a significance value of 0.000 < 0.05 then H0 is rejected. This shows that career development variables significantly influence the performance of PT Telkom Purwokerto employees. In the work discipline variable that the t value (3.631) > t table (2.02619) and the significance value is 0.001 < 0.05, then H0 is rejected. Based on these results, work discipline has a significant influence on the performance of PT Telkom Purwokerto employees.

F-Test Result

The research result for F-Test is described as follows.

Table 6. F-Test Result

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	4.765	2	2.382	166.326	.000 ^b
Residual	.530	37	.014		
Total	5.295	39			

a. Dependent Variable: Employee Performance

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

In Table 6, it is shown that the calculated F value is 166.326, it can be concluded that F value (166.326) > F table (3.25) so that H0 is rejected, there is a significant effect between one independent variable on the dependent variable. Based on these results, career development and work discipline simultaneously significantly influence the performance of PT Telkom Purwokerto employees.

Determination Test

The research result for the determination test is described as follows.

Table 7. Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.949 ^a	.900	.894	.11968

Predictors: (Constant), Work Discipline, Career Development

Dependent Variable : Employee Performance

Based on Table 7, the coefficient of determination results in the R value of 0.949 and R Square (R²) of 0.900. These results indicate that career development variables (X1) and work discipline (X2) have an effect of 90% Of the performance of employees (Y) of PT Telkom Purwokerto, while the remaining 10% is influenced by other factors outside of this study.

5. Conclusion

The hypothesis in this study is that career development and employee performance significantly affect each other. Therefore, if an organization focuses on their employees' careers, it will affect their work because every employee needs assurance for their career path. Meanwhile, work discipline also has a significant effect on employee performance, the more discipline of an employee the better the performance for the organization. Moreover, work discipline and career development simultaneously affect employee performance. In future research, it is anticipated that the knowledge gained will be explored or expanded by utilizing variables not included in this study, broadening the scope of the item to be investigated, and employing new objects in order to obtain more diverse results.

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