

# The Effect of Career Development, Organizational Commitment and Work Discipline on the Performance of Administrative Officials Equalized into Functional Positions in the Payakumbuh City Government

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## Abstract

*The performance and management of apparatus resources continues to receive comprehensive and gradual improvements by prioritizing or being based on competency. One of the efforts made by the Payakumbuh City Government, West Sumatra Province, is implementing a policy of equalizing administrative positions into functional positions at the end of December 2021. Therefore, researchers are interested in analyzing the influence of career development, organizational commitment and work discipline on the performance of administrative officials which is equated to a functional position in the Payakumbuh City Government. This research is quantitative descriptive and uses Structural Model Assessment (SMA) hypothesis testing. Data collection was carried out by distributing questionnaires to 100 respondents. Sampling used the purposive sampling method. Hypothesis testing using SmartPLS. The research results show that: (1) career development partially has a positive and significant effect on performance; (2) organizational commitment partially has a positive and significant effect on performance; and (3) work discipline partially has a positive and significant effect on performance. Based on the results of this research, leaders need to adopt policies regarding increasing career development, work discipline and organizational commitment to optimize performance.*

**Keywords:** Career Development; Organizational Commitment; Work Disciplin And Performance

## INTRODUCTION

Human resources always have a big role and a dominant role in every organization, because human beings have become planners, actors and determinants of the goals of the organization achieved (Ketut Sudiarditha et al., 2019). The purpose of the organization is part of the implementation of organizational functions, namely placing the right employees in the right positions. Even though an organization starting from recruitment to employee placement has been selective, in reality there are still unwanted problems in carrying out its operations that can hinder employee performance (Yandi & Bimaruchi Hazrati Havidge, 2022).

The definition of apparatus resources in the General Dictionary of Indonesian (KUBI) consists of the word source, namely, the place of origin where something comes from; Daya is an effort to improve capabilities, while apparatus is an employee who works in the government. So, apparatus resources are the ability possessed by employees to do something.

Basically, apparatus in various countries has a major role as the implementer of laws and regulations; carrying out public service management functions; government managers; *manager/corporate leader*; and administrators (state/regional asset and financial managers). In the administration of the State in Indonesia, the term apparatus refers to the meaning of the State Civil Apparatus (ASN). ASN is a profession for civil servants and government employees with employment agreements who work for government agencies. As of June 30, 2022, the number of civil servants working in central and regional agencies is 4,344,552 people, where functional positions are the most common type of position among other types of positions.

The performance and management of apparatus resources continue to be improved comprehensively and gradually by prioritizing or based on competence. Recently, the government

issued Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 28 of 2019 concerning the Equalization of Administrative Positions into Functional Positions which was then enhanced by the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 17 of 2021 concerning the Equalization of Administrative Positions into Functional Positions. Through this regulation, the Minister of State Apparatus Empowerment and Bureaucratic Reform mandates all Ministries/Institutions/Regional Governments to conduct an independent assessment of the mapping of administrative positions that will be equalized to functional officials to the obligation to appoint and inaugurate equalization into functional positions.

Results (Daniarsyah, 2020) mentions that:

*"The policy of simplifying the bureaucratic level through the transformation of administrative positions into functional positions has the potential to give rise to very high counterproductive work behavior, if not managed comprehensively to organize human resources or individual administrative officials and organizational factors. Indicators of counterproductive behavior are reflected in the failure of an individual Administrative Officer in understanding the work process or being unable to adjust the work climate in a Functional Position. This can be understood because so far Administrative Officials have had a dispositional and managerial work process while Functional Officials are used to a work climate that prioritizes expertise through the application of detailed documented activity items."*

Further (Suartini, 2023) concluded the results of his research that to succeed in the implementation of the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 17 of 2021 concerning the Equalization of Administrative Positions into Functional Positions, strategic efforts are needed, by making a clear roadmap related to the direction and policies of career development of ASN that are directly affected.

The Payakumbuh City Government, West Sumatra Province, implemented a policy of equalizing administrative positions into functional positions, which was intended by inaugurating 171 administrative officials as functional officials at the end of December 2021. Based on the initial research on the Payakumbuh City Government, it is known that the performance of the apparatus tends to be stagnant, if not it cannot be said to be declining due to the absence of differences in the work system for the apparatus after the implementation of the policy of equalizing positions with previous conditions. This is characterized by apparatus that does not perform functional work. The apparatus only carries out routine activities, so there is still no improvement in the performance of the apparatus.

Departing from the explanation above, the researcher conducted a pre-survey in the form of interviews with 30 respondents who were administrative officials who were equated to functional positions in the Payakumbuh City Government.

**Table 1. Results of the Interview on Performance Factors of Administrative Officials Equalized into Functional Positions in the Payakumbuh City Government**

No.	Performance Factors	Respond
1	Education and training	3
2	Career development	6
3	Work experience	2
4	Organizational commitment	5
5	Satisfaction	2
6	Work discipline	5
7	Leadership	4
8	Motivation	3
	Sum	30

Source: Data processed – 2023

Of the several factors that can affect performance, it appears that career development, organizational commitment and work discipline are chosen the most compared to other factors. This is in line with research (Budiana et al., 2021) which concluded that career development, work discipline and organizational commitment each partially had a positive and significant effect on employee performance at the Karangasem Regency Sub-district Office.

However, several other studies related to factors that affect employee performance show different conditions. Like research (Putri & Ratnasari, 2019) that career development has a non-significant effect on employee performance. Likewise with the research conducted by Putra et al (2019) in (Bolung et al., 2021) stated that commitment had no effect on performance and job satisfaction.

Further (S. Damayanti et al., 2017) stated that there was a negative and insignificant influence of organizational commitment on employee performance.

The existence of *this research gap* causes research on factors that affect performance to be still relevant and interesting to research. Good performance is a manifestation of work carried out by employees which is usually used as a basis for assessing members and organizations, so it is necessary to strive to improve performance (Arianty, et al., 2016).

The first variable that affects employee performance is career development for employees. Oduma & Were (2014) in (Reginaldis Jessica Dharmoko, I Gede Gama, 2020) stated that a leader who expects to achieve maximum performance in his organization must pay attention to the factors that affect the performance of the employees themselves, one of which is career development (*career development*). According to Rosalina (2016) in (D. Damayanti et al., 2022) that career advancement can affect performance, which is done by organizations to ensure that their workers have the ability, capacity and experience when needed. Mangkunegara (2015) stated that career development is not only related to organizational characteristics but also related to individual characteristics and work discipline.

Every employee wants career development to motivate them to do a good job (Sinambela, 2016). Career development aims to encourage and build career paths for employees in various ways, which with development, development activities will provide positive things for employees' career attitudes which will ultimately bring positive things to employee performance (Ali, Mahmood, and Mehren, 2019 in (Bolung et al., 2021)).

Nuraeni et.al (in Susanto et.al, 2023) said that career development is an important HR function that every employee must be aware of. Romkye (2016) in (Putri & Ratnasari, 2019) states that career development affects employee performance, where career development is a formal approach step taken by the organization to ensure that employees with the right qualifications and experience are available when needed.

According to Sriathi (2017) in (Budiana et al., 2021), career development provides opportunities for promotion within an organization and provides opportunities to receive training and skill development that enables employees to improve their work.

Several studies that conclude that career development factors affect employee performance are carried out by (Pricilla & Octaviani, 2020) which states that the better career development will make an improvement in employee performance. Research (Cholisshofi & Bahiroh, 2022) also concluded the same thing where career development has a meaningful positive influence on employee performance. The same results were also found in the study (Ferils, 2021) that career development affects performance.

The second variable that affects employee performance is organizational commitment. According to Gibson (2015) in (Budiana et al., 2021), most research in employee performance deals with 3 attitudes: job satisfaction, job engagement and organizational commitment.

The performance of civil servants who are still not in accordance with the desired expectations is certainly inseparable from various factors that affect it (Suwardi & Utomo in (Pobri & Aprilia, 2020)). One of the things that affects an individual's performance is the individual's commitment to his or her organization (Amilin & Dewi in (Pobri & Aprilia, 2020)). Ciobanu and Androniceanu (2015) in (Ilham, 2021) revealed that the management of public institutions needs to identify the right solutions to motivate employees to achieve higher performance, by increasing commitment and encouraging initiative and active participation in the workplace.

Several studies that conclude that organizational commitment factors affect employee performance are carried out by (Sherly et al., 2021) which shows that there is an influence of organizational commitment on employee performance. Also research (Budiana et al., 2021) which shows that organizational commitment partially has a positive and significant effect on employee performance at the Karangasem Regency Sub-district Office. Furthermore, it is also strengthened by research (Situmeang, 2018) which proves that the variable of organizational commitment has a positive and significant effect on employee performance.

The third variable that affects employee performance is work discipline. According to Hasibuan (2016:307), the discipline factor has a positive effect on employee performance. Improving employee performance can also be done by creating work discipline because well-managed work discipline will result in employee compliance with various agency regulations to improve performance (Wisdafiesta

Hinuq et al., 2022). If discipline can be carried out properly and does not delay time, the problems that occur can be overcome quickly and easily (Liden, Wayne, & Kraimer, 2001 in (Utari & Rasto, 2019)).

Several studies that conclude that work discipline factors affect employee performance were conducted by (Andreas H.E Koyongian, 2015) which shows that high work discipline can improve employee performance at the North Sulawesi Provincial Social Service. Research conducted (Situmeang, 2018) It also shows that the work discipline variable has a significant effect on the performance of employees of the State Property Service and Pamatang Siantar Auction Office. The same results are also supported by research (Ilham, 2021) which shows that the dominant discipline variable affects employee performance at the Pinrang Regency Manpower and Transmigration Office.

Hasibuan in (Kinerja et al., 2014) mentioned that the good discipline factor reflects the magnitude of a person's responsibility for the tasks given to him. (Ilham, 2021) stated that the low discipline of employees will have a bad impact on their performance.

To get a preliminary overview of the discipline of administrative officials who are equalized into functional positions in the Payakumbuh City Government, the researcher observed a finger print-based attendance report at the workplace of administrative officials who were equalized into functional positions in the Payakumbuh City Government. The results of the observation are as shown in the following table.

**Table 2. Disciplinary Violations of Administrative Officials Equalized into Functional Positions to the Payakumbuh City Government in 2022**

No.	Form of Violation	Percentage (%)
1	Late Entry	8
2	Hurry Home	2
3	No Caption	0,6

Source: Data processed – 2023

Based on the description above, the author is interested in further examining the influence of career development, organizational commitment and work discipline on the performance of administrative officials who are equalized into functional positions in the Payakumbuh City Government.

## Theoretical Studies Performance

The term performance comes from the word work performance or actual performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2013) based on certain skills, experience, ability and time with certain criteria or standards (Nurwati, 2015:87; Febiningtyas & Ekaningtyas, 2014:155). According to Ranupandojo and Husnan (2002) in (Silvia et al., 2019), that performance indicators include (1) work quality, (2) work quantity, (3) reliability level, and (4) attitude.

## Career Development

A career is a series of job titles related to the work that a person occupies throughout his or her life (Mathis and Jackson, 2006 in (Djami, 2021). Career can be interpreted as a pattern of work experience consisting of the entire life span of a person which is seen in general with a number of phases or stages that reflect the transition from one stage of life to the future (Weinert, 2001 in (Djami, 2021)). According to Siagian (in Shaputra & Hendriani, 2015), career development indicators include 1) fair treatment in career; 2) the care of direct superiors; 3) information about various promotional opportunities; 4) there is an interest in being promoted; and 5) satisfaction level.

## Organizational Commitment

Luthans (2016:249) states that organizational commitment is an attitude that reflects employee loyalty to the organization and continuous processes where members of the organization express their concern for the organization and its continuous success and progress. According to Luthans, Colquitt, Lepine, and Wesson (2014) in (Ariani et al., 2020) Divide organizational commitments into three types on the basis: 1) affective commitment (*affective commitment*); 2) Commitment to Sustainability (*continuence commitment*); and 3) normative commitments (*normative commitment*).



## Work Discipline

Sutrisno (2016) said that work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms. According to Rivai and Sagala (2014), the dimensions of work discipline are 1) presence; 2) compliance with work regulations; 3) adherence to work standards; 4) high level of vigilance; 5) work ethically.

## Previous Research

Various studies show that there are many factors that affect performance, including career development, organizational commitment and work discipline. The magnitude of the influence of these factors is certainly not the same for every study. This can be seen from the research (Ariani et al., 2020; Budiana et al., 2021; Cholishshofi & Bahiroh, 2022; D. Damayanti et al., 2022; Djami, 2021; Ferils, 2021; Humaira et al., 2020; Ilham, 2021; Pricilla & Octaviani, 2020; Sherly et al., 2021; Wisdafiasta Hinuq et al., 2022).

## Thinking Framework

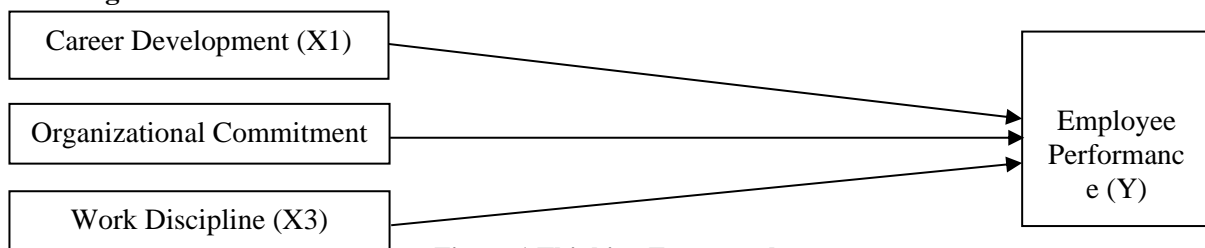


Figure 1 Thinking Framework

## Hypothesis

1. Hypothesis 1: Career development has a positive influence on the performance of administrative officials who are equated into functional positions in the Payakumbuh City Government.
2. Hypothesis 2: Organizational commitment has a positive influence on the performance of administrative officials who are equalized into functional positions in the Payakumbuh City Government.
3. Hypothesis 3: Work discipline has a positive influence on the performance of administrative officials who are equalized into functional positions in the Payakumbuh City Government.

## METHOD

This study uses a quantitative method. The population in this study is all administrative officials who are equalized into functional positions in the Payakumbuh City Government which have been inaugurated as of December 31, 2021 with a total of 171 people (Payakumbuh City Personnel and Human Resources Development Agency, 2022). To determine the sample, the researcher involves the entire population so that the sample is equal to the population. However, due to the fact that there were 13 employees who retired/died/moved and there were also 7 promotions and limited research reach, the total number of samples in this study was determined to be 100 people.

The tabulated data is tested first through the Research Instrument Test using the Validity Test and the Reliability Test. In order to analyze the research data, inferential statistics were used, the Classical Assumption Test with the Normality Test, the Multicollinearity Test and the Heterokedasticity Test were used after the research instruments were proven to be valid and reliable. Then to determine the influence of the free variable (X) either partially or simultaneously on the bound variable (Y), multiple regression analysis and hypothesis with partial test or t-test are used.

## RESULTS AND DISCUSSION

### Result

### Outer Model

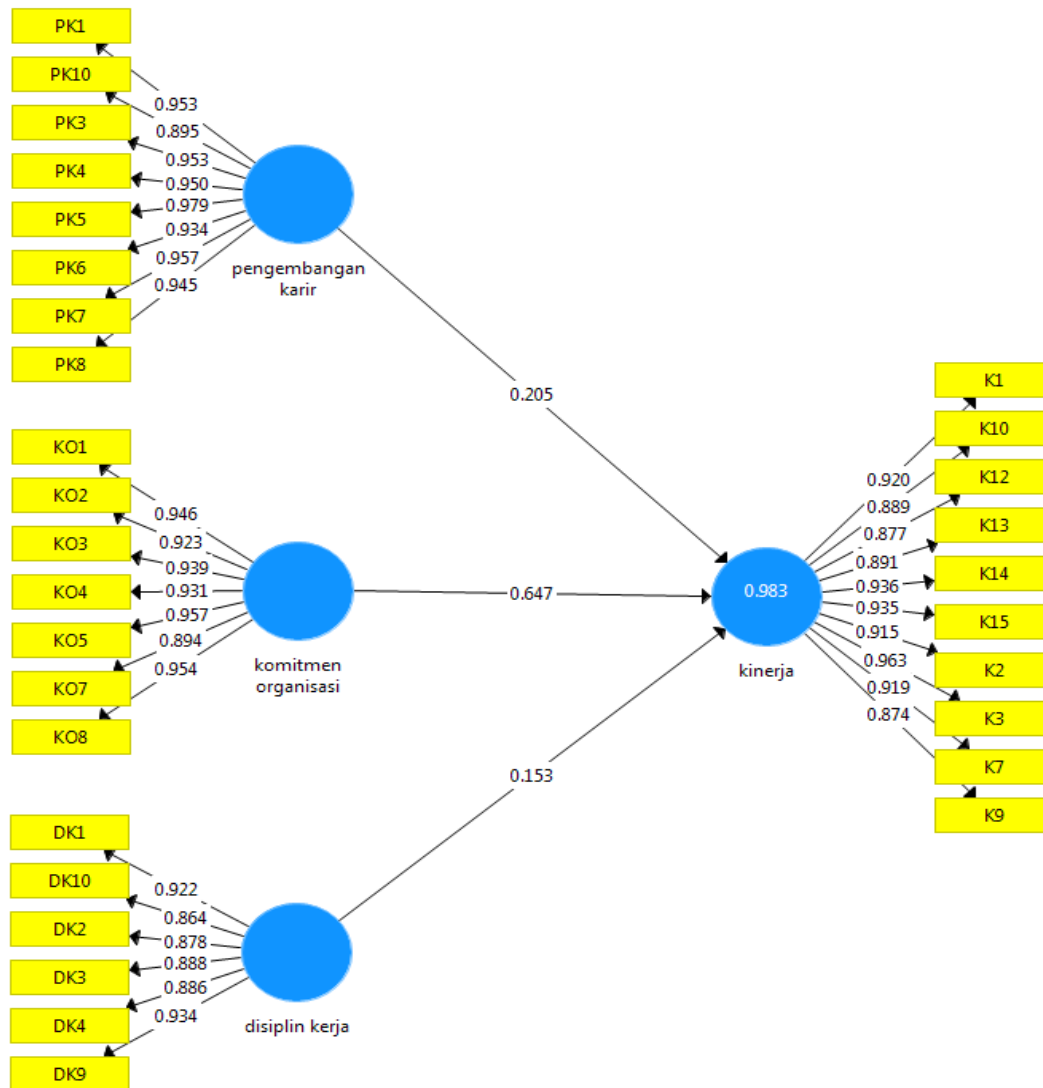


Figure 2 Outer Model

The indicator is said to meet the convergent validity if it has a loading *factor value* of 0.7. The *outer loading* value of all indicators > 0.7 so that it can be said that all indicators used to measure the variables X1, X2, X3 and Y are valid and can be used. All indicators have been said to be valid and meet convergent validation.

A construct is declared reliable if it has a *Cronbach's Alpha* value above 0.60. From the output of SmartPLS, all constructs have a *Cronbach's Alpha* value above 0.60. So it can be concluded that the construct has good reliability.

The value of the Average Variance Extracted (AVE) > 0.5 (Hair et al., 2019), the results showed that the AVE value of each construct was above 0.5. Therefore, there is no *convergent validity* problem in the tested model so that the construct in this study can be said to have good discriminatory validity.

### Inner Model R-Square

Tabel 3 R Square

Variable	R Square
Performance	0,983

(Source: PLS processed data)

Based on the table above, it shows that the performance variable has an R-square value of 0.983. This means that the performance variables are influenced by career development, organizational commitment and work discipline by 0.983 or 98.3%. While the remaining 1.7% is influenced by other variables that were not studied in this study.

## Hypothesis Test

Table 4 Path Coefficient

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Career Development -> Performance	0,153	0,155	0,031	4.915	<b>0,000</b>
Organizational commitment -> Performance	0,647	0,635	0,049	13.277	<b>0,000</b>
Work discipline -> Performance	0,205	0,216	0,052	3.950	<b>0,000</b>

(Source: PLS processed data)

According to (Hair et al., 2019) hypothesis testing can be seen in the *Path Coefficient* table in the *Original Sample* column where this value shows the relationship of a variable both positive and negative, P-Values show the significance value of the relationship of a variable, where if the P-Values < 0.05 then it shows significant results. In addition to P-Values, T Statistics or t-Test can also be used to see the significance of a path. If the t-test value > 1.96, it can be stated that a pathway has a significant relationship. Hypothesis testing can be concluded as follows:

H1 Hypothesis Testing: Career development obtained an original sample value of 0.153 with a significance of 0.000 and a t-statistical value of 4.915 greater than the t-table value of 1.983 p value of 0.000 (significant). These results explain that career development has a significant effect on performance.

H2 Hypothesis Testing: Organizational commitment obtained an original sample value of 0.647 with a t-statistical value of 13.277 > 1.983 p value 0.000 (significant). These results explain that organizational commitment has a significant effect on performance

H3 Hypothesis Testing: Work discipline obtained an original sample estimate value of 0.205 with a t-statistic value of 3.950 > 1.983 p value 0.000 (significant). These results explain that work discipline has a significant effect on performance.

## Discussion

### The Effect of Career Development on Performance

The test results on the data obtained were known that career development obtained an *Original Sample* value of 0.205 with a *T-Statistics* value of 3.950 > 1.983. This means that career development has a significant effect on performance with a significance level below 0.05 (significant). The *Original Sample value* of 0.205 (positive) explains that the better the existing career development, the performance will increase, where the increase is quite large, because every increase in career development by 1 unit, it will increase performance by 0.205 units.

This shows that every organization must focus on employee career development if it wants to get good performance from each of its employees, but must also pay attention to other variables that can contribute in terms of supporting employee performance. Good career development will affect the performance of employees in carrying out their duties and responsibilities.

The results of this study are in line with the research conducted by (D. Damayanti et al., 2022) who obtained the result that career development has a positive effect on employee performance. Results (Ferils, 2021) also concluded the same thing that career development has a positive effect on employee performance. Likewise with research (Bolung et al., 2021) It also shows that career development either partially or together has been shown to have an effect on performance.

### The Effect of Organizational Commitment on Performance

The test results on the data obtained are known that the organization's commitment obtained an *Original Sample* value of 0.647 with a *T-Statistics* value of 13.277 > 2.032 which means that the organization's commitment has a significant effect on performance with a significance level below 0.05 (significant). The *Original Sample value* of 0.647 (positive) explains that the better the organization's commitment, the better the performance will increase. Every increase in organizational commitment by 1 unit, it will increase performance by 0.647 units. Judging from the category of the level of achievement of the respondents, it was found that the organizational commitment they had was in the medium category, but the achievement was almost close to the limit of the good category. This result is directly

proportional to the level of achievement of respondents on the performance variable, which is also in the fairly good category.

The results of this study are in line with the research conducted by (Sherly et al., 2021), where the results were obtained that there was an influence of organizational commitment on employee performance (*P Values* 0.017), as well as research (Budiana et al., 2021), where organizational commitment has a positive effect on the performance of Employees of the Manggis Sub-district Office, Karangasem Regency.

### The Effect of Work Discipline on Performance

The findings in the analysis results of the *T-Statistics* test were obtained at 4.915 with a *P Value* of 0.000. less than 0.05. These results show that the influence of work discipline on employee performance is significant. While the *Original Sample* value of 0.153 (positive) indicates that work discipline has a positive relationship with performance, the better the work discipline, the better the performance. However, the increase that occurred was not too large, because every increase in work discipline by 1 unit, it will only increase employee performance by 0.153 units.

The results of this study are in line with the research conducted by (D. Damayanti et al., 2022), where the results were obtained that there was an influence of work discipline on employee performance (*P Value* by 0.004), as well as research (Ferils, 2021), where work discipline has a positive effect (*P Value* 0.001) on the performance of employees at the Office of the West Sulawesi Representative Financial Audit Board.

## CONCLUSION

Work career development has a positive and significant effect on the performance of Administrative Officials who are equalized into Functional Positions in the Payakumbuh City Government. Based on the results of the test, it can be concluded that the first hypothesis (H1) is accepted.

Organizational commitment has a positive and significant effect on the performance of Administrative Officials who are equalized into Functional Positions in the Payakumbuh City Government. Based on the results of the test, it can be concluded that the second hypothesis (H2) is accepted.

Work discipline has a positive and significant effect on the performance of Administrative Officials who are equalized into Functional Positions in the Payakumbuh City Government. Based on the results of the test, it can be concluded that the third hypothesis (H3) is accepted.

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