



DOI: <https://doi.org/10.38035/dijms.v7i4.6516>
<https://creativecommons.org/licenses/by/4.0/>

The Influence of Work Performance and Discipline on Civil Servant Career Improvement at Marine Corps Command Headquarters

Mujiyati Mujiyati¹, Enjang Sudarman², Sukiman Sukiman³

¹ Management and Business Study Program, Mitra Bangsa University, Jakarta, Indonesia, email. putrilistu17@gmail.com

² Management and Business Study Program, Mitra Bangsa University, Jakarta, Indonesia, email. sudarmanenjang@yahoo.co.id

³ Management and Business Study Program, Mitra Bangsa University, Jakarta, Indonesia, email. sukimanhawe@gmail.com

Corresponding Author: putrilistu17@gmail.com¹

Abstract: The research objectives are as follows: To determine the influence of work performance on career advancement of Civil Servants, To determine the influence of discipline on employee career development and To determine the influence of work performance and discipline on the career advancement of Civil Servants at the Marine Corps Command Headquarters. The calculated t value for the variable Work Performance (X_1) is 2,831, while the t_{table} value for $N = 93$ is 1,985. So $2,831 > 1,985$, then H_0 is rejected and H_a is accepted, it can be stated that Work Performance (X_1) has a significant effect on Employee Career Improvement (Y), the calculated t value for the Discipline variable (X_2) is 9,877, while the t_{table} value for $N = 93$ is 1,985. So $9,877 > 1,985$, then H_0 is rejected and H_a is accepted, it can be stated that Discipline (X_2) has a significant effect on Employee Career Improvement (Y). ANOVA test or calculated f obtained a calculated f value of 450,520 which is greater than the table f value for $N = 93$ of 2,70 or $450,520 > 2,70$ with a significance level of 0,000 because $0,000 < 0,05$, it can be said that the Work Performance variable (X_1) and the Discipline variable (X_2) together have an effect on the Employee Career Development variable (Y).

Keyword: Work Performance, Discipline, Employee Career Development.

INTRODUCTION

Civil servants (PNS) are a member of the state apparatus that plays a strategic role in the administration of government and public services. As an integral part of the state bureaucracy, PNS are required to possess high levels of competence, integrity, and dedication in carrying out their duties and responsibilities. Within the Marine Corps Command Headquarters (Mako Kormar), which is under the auspices of the Indonesian Navy, PNS hold a crucial position as administrative, logistical, and managerial support personnel to support the successful implementation of military operational functions.

According to Rivai (2019), work performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. Work performance is the primary measure for assessing the extent to which an employee has contributed to achieving organizational goals. In the context of the Marine Corps Command Headquarters (Mako Kormar), good work performance can be seen from the level of speed, accuracy, and responsibility of employees in supporting administrative, operational, and service activities in the unit.

Meanwhile, work discipline is the primary foundation for maintaining order, compliance with regulations, and effective task execution. According to Hasibuan (2020), discipline is an individual's awareness and willingness to comply with all organizational regulations and applicable social norms. A high level of discipline reflects an employee's integrity and loyalty to the institution where they work.

In the context of the Marine Corps Command Headquarters (Mako Kormar), civil servant performance is measured by administrative output, reporting accuracy, speed of internal unit services, and compliance with Indonesian Navy operational standards. However, the reality on the ground shows that there are still employees with low work performance, characterized by delays in completing administrative tasks and work results that do not meet institutional document quality standards.

Disciplined employees will demonstrate punctuality, responsibility for their work, and consistency in carrying out official orders. Conversely, employees who frequently violate work time regulations, fail to report, or are inactive in roll calls and training will be deemed to have low discipline, which can hinder promotions and advancement.

The Marine Corps Command Headquarters is a vital component of the Indonesian Navy, primarily responsible for organizing, controlling, and supporting all levels of the Marine Corps. The militaristic work environment demands discipline, adherence to hierarchy, and precise administrative performance. Therefore, career development for civil servants at the Marine Corps Headquarters impacts not only individual well-being but also organizational effectiveness and the professional image of the national defense apparatus.

However, if work performance is not balanced with high discipline and an objective evaluation system, career inequality, job stagnation, and the potential for declining employee morale will emerge. In the long term, this condition can impact the quality of administrative support for the Marine Corps' overall combat and operational tasks.

Thus, it is necessary to conduct empirical research on the influence of work performance and discipline on the career advancement of Civil Servants at the Marine Corps Command Headquarters. This research is expected to provide an objective picture of the extent to which these two factors influence the career success of employees, as well as provide input for the leadership of Denma Mako Kormar (Marine Corps Command Headquarters Detachment) in designing a fair, transparent, and performance-based career development strategy.

METHOD

Types of research

The type of research conducted was descriptive quantitative. Descriptive quantitative is a type of research used to analyze data by describing or depicting the collected data as it is. Descriptive quantitative research uses a correlational approach. Correlational research is research conducted to determine whether or not a relationship exists and, if so, how close the relationship is and whether or not the relationship is significant. Correlational research studies two or more variables, namely the extent to which variations in one variable are related to variations in another variable.

Survey methods are used to describe the characteristics of a population, such as abilities, opinions, attitudes, beliefs, and knowledge (Fraenkel and Wallen, 2019). Survey research is research that takes samples from a population and uses questionnaires. as the primary data

measurement tool. Meanwhile, correlation analysis is a technique for obtaining information regarding the level of relationship between independent and dependent variables.

Sample population

According to Djarwanto, (2019) states that population is Population is the total number of units or individuals whose characteristics are to be studied. These units are called units of analysis, and can be people, institutions, objects, etc. Meanwhile, according to Sugiyono (2018), population is a generalization area consisting of: objects or subjects that have qualities and characteristics. certain subjects determined by the researcher to be studied and then conclusions drawn. So the author can conclude that the population in this study is employees in the Civil Service at the Marine Corps Command Headquarters. as many as 93 employees. In this study, the sampling technique used was total sampling of respondents, which the author used as many as 93 respondents on the influence of work performance and discipline on career advancement of Civil Servants at the Marine Corps Command Headquarters.

Method of collecting data

Data collection techniques are methods for searching for and obtaining data on variables in the form of notes, reports, and documentation. According to Sugiyono (2020), there are two main factors that influence the quality of research data: the quality of the research instruments and the quality of the results. In this study, the data collection technique used is the field research technique, carried out by going directly to the field using a questionnaire data collection tool which is distributed to respondents.

To support theoretical or conceptual ideas regarding the variables or conceptual regarding the variables of this research, the author uses library research techniques, which in this case are supported by data collection tools through textbooks or literature which are used as study material in this research.

Meanwhile, observation, namely data collection carried out by the author in the form of direct observation of the object being studied, namely the influence of work performance and discipline on career advancement of Civil Servants at the Marine Corps Command Headquarters:

1. Questionnaire

Questionnaires were given to respondents to determine the influence of work performance (X_1), discipline (X_2), and employee career advancement (Y).

Assessment of a series of research questionnaire statements that have been answered by respondents using the following research norms:

A question is positive if the answer is:

- a) Strongly Agree Score 5
- b) Agree Score 4
- c) Quite Agree Score 3
- d) Disagree Score 2
- e) Strongly Disagree Score 1

Likert scale. The Likert scale is used to measure an individual's or group's attitudes, opinions, and perceptions about social events or phenomena. In this research, these social phenomena have been specifically defined by the researcher, and are hereinafter referred to as research variables.

2. Research Instruments

Instrument research on work performance variables (X_1), discipline (X_2), and employee career advancement (Y) is a questionnaire with a Likert scoring model filled out by respondents on the distributed questionnaire. The Likert scale consists of 5 (five) scales, namely Strongly Agree (SS), Agree (S), Quite Agree (CS), Disagree (TS) and Strongly Disagree (STS) with value weights for positive and negative statements.

Analysis Method

The analysis technique used in this study was quantitative analysis using statistics. Furthermore, to obtain and expedite data input, statistical software was used to support this research. The software used to support this research was SPSS (Statistical Product and Service Solutions) version 29. In SPSS, raw data that had been processed into numbers was input into SPSS, making it easier for the author to conduct this research.

Validity Testing

The basis for decision making in validity testing is as follows:

- a) If the r value is positive and the $r_{\text{result}} > r_{\text{table}}$, then the item or variable is valid.
- b) If the r value is negative and $r_{\text{result}} < r_{\text{table}}$ or r_{result} is negative $> r_{\text{table}}$ then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results (r_{xy}) is greater than the table r value (5%).

Instrument Reliability Test

According to Arikunto (2020), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The basis for decision making in the reliability test in this study is as follows:

- a) If the r alpha value is positive and $r \text{ alpha} > r \text{ table}$, then the item or variable is reliable.
- b) If the r alpha value is negative and $r \text{ alpha} < r \text{ table}$ or $r \text{ alpha}$ is negative $> r \text{ table}$, then the item or variable is not reliable.

Multiple Regression Analysis

Sugiyono (2019) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X_1 and X_2), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable.

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

Technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows.

Coefficient of Determination

The definition of the coefficient of determination according to Andi Supangat (2018) is: "The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Mudrajad Kuncoro (2021), according to him, the coefficient essentially measures the extent to which a model is able to explain variations in the dependent variable. The value of the coefficient of determination is between zero (0) and one (1). A small r^2 value means that the ability of the independent variables to explain the variable's variation is very limited. If the value is close to one, it means that the independent variables provide almost all the information needed to predict variations in the dependent variable.

The magnitude of the relationship between the variables “X₁” and “X₂” with the variable “Y” can be determined by using the coefficient of determination analysis, which is obtained by squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

$$K_d = r^2 \times 100\%$$

Information:

- Kd = Value of coefficient of determination
- r = Correlation coefficient value

Hypothesis

The calculations or analysis in this study utilize the SPSS computer program for Windows 29.0. The test statistics used are:

- a. t-test
To determine the influence of the independent variable individually (partially) on the dependent variable, the decision is to use a partial test (t-test) with the test decision being:
 - 1) H₀ is accepted if t_{count} < t_{table}.
 - 2) H₀ is rejected if t_{count} > t_{table}.
- b. F test
The F test statistic is used to determine simultaneously (multiple) the influence between work performance (X₁), discipline (X₂), and employee career advancement (Y), with the test results being:
 - 1) H₀ is accepted if F_{count} < F_{table}.
 - 2) H₀ is rejected if F_{count} > F_{table}.

RESULTS AND DISCUSSION

Quantitative data that has been compiled, through the distribution of questionnaires or surveys that researchers have conducted, becomes the average value of work performance (X₁), discipline (X₂), and employee career advancement (Y) and analyzed using parametric statistics with the program SPSS Release 29.00 For Windows, namely to find out whether each variable studied has a positive influence on employee career advancement. or vice versa. The data was analyzed using the regression analysis command (option) found on the SPSS main menu. The values in each SPSS output are described as follows:

a. Multiple Linear Regression Test

Table 1. Results of the Regression Equation Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,578	1,734		3,216	,002
Work performance (X1)	,379	,134	,377	2,831	,006
Discipline (X2)	1,274	,129	1,315	9,877	,000

a. Dependent Variable: Employee career advancement (Y)

Based on the SPSS output results in the coefficients table in above, it can be identified that the multiple linear regression equation is as follows:

$$Y = 5,578 + 0,379.X_1 + 1,274.X_2$$

- ❖ intercept constant value of 5,578 states that if the Work Performance variable (X_1), Discipline variable (X_2) increases by 1 unit, then the Employee Career Development variable (Y) will increase by 5,578.
- ❖ The regression coefficient value of the Job Performance variable (X_1) against the Employee Career Development variable (Y) is 0,379. This means that if the Job Performance variable (X_1) increases by 1 unit, it will increase the Employee Career Development variable (Y) by 0,379, assuming the Job Performance variable (X_1) is considered constant.
- ❖ The regression coefficient value of the Discipline variable (X_2) against the Employee Career Development variable (Y) is 1,274. This means that if the Discipline variable (X_2) increases by 1 unit, it will increase the Employee Career Development variable (Y) by 1,274, assuming the Discipline variable (X_2) is considered constant.

b. Coefficient of Determination

Based on the Model Summary table, the R Square value is 0,909. This shows that 90,9% of Work Performance (X_1) and Discipline (X_2) have an influence on Employee Career Improvement (Y), while the remaining 9,1% is influenced by other factors not examined in this study.

c. Hypothesis testing

t test

1) The influence of work performance (X_1) on employee career development (Y)

on the coefficients table above, the calculated t value for the Work Performance variable (X_1) is 2,831, while the t_{table} value for $N = 93$ is 1,985. So $2,831 > 1,985$, then H_0 is rejected and H_a is accepted, it can be stated that work performance (X_1) has a significant effect on employee career advancement (Y).

2) The Influence of Discipline (X_2) on Employee Career Development (Y).

on the coefficients table above, the calculated t value for the Discipline variable (X_2) is 9,877, while the t table value for $N = 93$ is 1,985. So $9,877 > 1,985$, then H_0 is rejected and H_a is accepted, it can be stated that Discipline (X_2) has a significant effect on Employee Career Improvement (Y).

F test

of the ANOVA test or f_{count} , the calculated f value is 450,520 which is greater than the f_{table} value for $N = 93$ of 2,70 or $450,520 > 2,70$ with a significant level of 0,000 because $0,000 < 0,05$, it can be said that the Work Performance variable (X_1) and the Discipline variable (X_2) together have an effect on the Employee Career Development variable (Y).

CONCLUSION

1. Work Performance (X_1) has a significant influence on Employee Career Improvement (Y). This is evidenced by the calculated t value of 2,831, which is greater than the t table of 1.985. Thus, the better the work performance shown by an employee, the greater the opportunity for the employee to obtain career advancement.
2. Discipline (X_2) has a significant influence on Employee Career Improvement (Y). The t-test results show a calculated t-value of 9,877, which is greater than the t-table value of 1,985. This indicates that work discipline has a very strong influence on employee

career advancement. Employees with a high level of discipline tend to be more trusted by the organization and have better career opportunities .

3. Work Performance (X_1) and Discipline (X_2) simultaneously have a significant influence on Employee Career Improvement (Y). The F test results show a calculated F value of 450,520, which is greater than the F table of 2,70 with a significance level of $0,000 < 0,05$. This proves that work performance and discipline together are important factors in determining employee career advancement. The coefficient of determination (R Square) value is 0,909. These results show that 90,9% of employee career advancement is influenced by work performance and discipline, while the remaining 9,1% is influenced by other factors not examined in this study, such as competence, work experience, education and training, motivation, leadership, and organizational policies.

REFERENCE

- Abdullah, M. (2018). *Manajemen Kinerja Pegawai*. Yogyakarta: Aswaja Pressindo.
- Agustini, Fauzia. (2021). *Manajemen Sumber Daya Manusia Lanjutan*. Medan: Madenatera.
- Ahmad, Faizurah. (2022). *Efektivitas Kerja Pegawai Dinas Sosial Prov.Sul-Sel*. Skripsi Fakultas Ilmu Sosial Dan Ilmu Politik Jurusan Ilmu Administrasi Program Studi Administrasi Negara. Universitas Hasanuddin.
- Ahyari, A. (2019). *Manajemen Produksi: Pengendalian Produksi*. Yogyakarta: BPFE.
- Amstrong, M., & Baron, A. (2018). *Performance Management: The New Realities*. London: Chartered Institute of Personnel and Development.
- Arifin, J. (2019). *SPSS 24 untuk Penelitian dan Skripsi*. Jakarta: Kelompok Gramedia
- Arikunto, S. (2020). *Prosedur Penelitian Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.
- Bangun, W. (2022). *Manajemen Sumber Daya Manusia*. Bandung: Erlangga.
- Daft, R. L. (2019). *Management*. 13th Edition. Boston: Cengage Learning.
- Davis, Keith & John W. Newstrom. (2013). *Human Behavior at Work: Organizational Behavior*, McGraw – Hill Education, New York.
- Dessler, G. (2019). *Human Resource Management*. 15th Edition. New Jersey: Pearson Education.
- Erlina dan Sri Mulyani. (2021). *Metodologi Penelitian Bisnis: Untuk Akuntansi dan Manajemen*, Edisi Pertama. Medan: USU Press.
- Erlis Milta Rin Sandole. (2015). *Pengaruh Disiplin Kerja, Motivasi, dan Pengawasan Terhadap Kinerja Karyawan PT. Pertamina (Persero) Unit Pemasaran VII Terminal BBM Bitung*. Volume 3 No 3
- Fahmi, I. (2018). *Manajemen Kinerja: Teori dan Aplikasi*. Bandung: Alfabeta.
- Flippo, E. B. (2015). *Personnel Management*. New York: McGraw-Hill Book Company.
- Ghozali, Imam. (2013). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 21 Update PLS Regresi*. Semarang: Badan Penerbit Universitas Diponegoro.
- Gibson, J. L., Ivancevich, J. M., Donnelly, J. H., & Konopaske, R. (2021). *Organizations: Behavior, Structure, Processes*. New York: McGraw-Hill.
- Gie, The Liang. (2015). *Administrasi Perkantoran Modern*. Yogyakarta: Liberty.
- Greenberg, J., & Baron, R. A. (2008). *Behavior in Organizations*. 9th Edition. New Jersey: Prentice Hall.
- Handoko, T. H. (2022). *Manajemen Personalia dan Sumber Daya Manusia*. Yogyakarta: BPFE.
- Harahap, Sofyan Syafri. 2010. *Analisa Kritis atas Laporan Keuangan*. Cet 11. Jakarta: PT RajaGrafindo Persada
- Hasbullah. 2012. *Dasar-Dasar Ilmu Pendidikan*. Jakarta: Raja Grafindo Persada
- Hasibuan, M. S. P. (2020). *Manajemen Sumber Daya Manusia*. Edisi Revisi. Jakarta: Bumi Aksara.

- Indriantoro, Nur & Bambang Supomo. 2011. *Metodologi Penelitian Bisnis Untuk Akuntansi Dan Manajemen*. Edisi Pertama. Yogyakarta: BPFPE.
- Kadarisman, M. 2014. *Manajemen Kompensasi*. Jakarta: PT. RajaGrafindo Persada
- Kadarman, A.M & Udayana, Jusuf. 2011. *Pengantar Ilmu Manajemen*. Jakarta: PT. Prehallindo
- Kasmawati. 2012. *Prinsip-Prinsip Dasar Pengembangan Sumber Daya Manusia*. Jurnal Volume I Nomor 1.
- Kasmir. (2016). *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Jakarta: Raja Grafindo Persada.
- Kaswan. (2019). *Psikologi Industri dan Organisasi*. Bandung: Alfabeta.
- Luthans, F. (2022). *Organizational Behavior: An Evidence-Based Approach*. 14th Edition. New York: McGraw-Hill Education.
- Mangkunegara, A. P. (2020). *Evaluasi Kinerja SDM*. Bandung: Refika Aditama.
- Manullang, M. (2018). *Dasar-Dasar Manajemen*. Yogyakarta: Gadjah Mada University Press.
- Mathis, R. L., & Jackson, J. H. (2011). *Human Resource Management*. 13th Edition. Ohio: South-Western College Publishing.
- Milkovich, G. T., & Boudreau, J. W. (2019). *Human Resource Management*. New York: McGraw-Hill.
- Moeheriono. (2022). *Pengukuran Kinerja Berbasis Kompetensi*. Jakarta: Rajawali Pers.
- Mondy, R. W. (2019). *Human Resource Management*. 14th Edition. Pearson Education.
- Moorhead, G., & Griffin, R. W. (2018). *Organizational Behavior: Managing People and Organizations*. Boston: Cengage Learning.
- Nawawi, H. (2018). *Manajemen Sumber Daya Manusia untuk Bisnis yang Kompetitif*. Yogyakarta: Gadjah Mada University Press.
- Pasolong, H. (2020). *Teori Administrasi Publik*. Bandung: Alfabeta.
- Rivai, V. (2019). *Manajemen Sumber Daya Manusia untuk Perusahaan: Dari Teori ke Praktik*. Jakarta: Rajawali Pers.
- Rivai, V., & Sagala, E. J. (2020). *Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktik*. Jakarta: Raja Grafindo Persada.
- Robbins, S. P., & Judge, T. A. (2020). *Perilaku Organisasi*. Edisi Bahasa Indonesia. Jakarta: Salemba Empat.
- Sedarmayanti. (2018). *Manajemen Sumber Daya Manusia: Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. Bandung: Refika Aditama.
- Siagian, S. P. (2019). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Simamora, Henry. (2015). *Manajemen Sumber Daya Manusia*. Yogyakarta: STIEY
- Sofyandi, H., & Wardhana, I. (2019). *Manajemen Sumber Daya Manusia*. Yogyakarta: Graha Ilmu.
- Sopiah. (2018). *Perilaku Organisasi*. Yogyakarta: Andi Offset.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Sugiyono. (2021). *Statistika untuk Penelitian*. Bandung: Alfabeta.
- Sutrisno, E. (2020). *Perilaku Organisasi: Konsep dan Aplikasi*. Jakarta: Kencana.
- Terry, George R. 2010. *Prinsip-Prinsip Manajemen*, penerjemah J-Smith D.F.M. Jakarta: PT Bumi Aksara.
- Thoha, M. (2020). *Perilaku Organisasi: Konsep Dasar dan Aplikasinya*. Jakarta: Rajawali Pers.
- Tohardi, Ahmad. 2012. *Pemahaman Manajemen Sumber Daya Manusia*. Bandung: Mandar Maju.
- Veithzal Rivai. (2020). *Kepemimpinan dan Perilaku Organisasi*. Jakarta: Raja Grafindo Persada.
- Wibowo. (2020). *Manajemen Kinerja*. Jakarta: Rajawali Pers.
- Winardi, J. (2016). *Motivasi dan Pemasalahan dalam Manajemen*. Jakarta: Raja Grafindo Persada.