

THE INFLUENCE OF CAREER DEVELOPMENT AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE PT. ASURANSI JIWA ASTRA BUMI SERPONG DAMAI, SOUTH TANGERANG CITY

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ABSTRACT

This study aims to determine the influence of career development and work discipline on employee performance at PT Asuransi Jiwa Astra. This study used a quantitative approach with a sample of 53 people. Data was obtained based on the distribution of questionnaires or questionnaires. Data processing using SPSS Version 29 software. The results of the study show that partially career development has a positive and significant influence on employee performance, shown by the $t_{cal} > t_{table}$ value ($3.871 > 2.00758$) significance value of 0.001 ($0.001 < 0.05$) and the regression coefficient has a positive value of 0.399. Work discipline partially has a positive and significant effect on employee performance, shown by the $t_{cal} > t_{table}$ value ($2.851 > 2.00758$) a significance value of 0.006 ($0.006 < 0.05$) and the regression coefficient has a positive value of 0.358. Simultaneously, career development and work discipline have a positive and significant effect on employee performance, shown by the value of $F_{calculate} > F_{table}$ ($499,987 > 2.79$) and a significance of 0.001 ($0.001 < 0.05$).

INTRODUCTION

The growth and development of an organization depend on its human resources. The world is rapidly evolving, bringing both positive and negative impacts to Indonesia. This requires companies in general to continuously innovate to ensure the company's operations run smoothly and to keep pace with developments and changes. This must be done to prevent the company from falling behind. One way to continuously innovate within a company that has been operating is by improving the quality of its human resources (Nursya'bani, 2024).

Human resources are a crucial element in every company. In essence, a company must pay attention to the quality of its human resources because they are the key to realizing the company's goals. In relation to this, good quality human resources are one of the factors that influence the quality of employee performance, so the success of a company can generally be measured by the ability of human resources to maximize the achievement of goals and targets set by the company. Managing human resources as well as possible will improve the quality of human resources because the quality of human resources is a strength for the company to achieve targets and goals, one of which is by improving employee performance (Nurmalaya & Endratno, 2022).

The quality of human resources within a company can be seen from the performance of its employees. Performance essentially encompasses mental attitude and behavior that always holds the view that the work being carried out today must be of higher quality than past work, and that future work will be of higher quality than the present. An employee will feel a sense of pride and satisfaction with the achievements attained based on the performance they provide to the company. Good performance is a desirable state in the working world. An employee will achieve good work performance if their performance meets the standards, both in quality and quantity (Tritania, 2022).

Good performance is optimal performance, which is performance that meets organizational standards and supports the achievement of organizational goals. A good organization is one that strives to improve the capabilities of its human resources, as this is a key factor in enhancing employee performance. Improving employee performance will bring progress to the organization, enabling it to survive in an unstable competitive environment. Therefore, efforts to improve employee performance are the most serious management challenge, as the success in achieving goals and the survival of the organization depend on the quality of performance of the human resources within it. The role of human resources is very important in an organization, whether it is a private organization, a government organization, or a state-owned enterprise (BUMN). Human resources are directly involved in carrying out organizational activities and play an important role in increasing the organization's productivity towards its established goals (Sugesti, 2019).

PT. Asuransi Jiwa Astra, or Astra Life, which is the object of the author's research, is an insurance provider. Astra Life has a branch in Bumi Serpong Damai, located on Jl. Lengkong Barat, Kelurahan Lengkong Gudang, Kecamatan Serpong, South Tangerang City. Employee performance at Astra Life has recently been declining. The following are the target and achievement data for sales results at PT. Asuransi Jiwa Astra Bumi Serpong Damai, South Tangerang, from 2021 to 2023.

Table 1
Achievement Data

Aspek penilaian	2021			2022			2023		
	Value (%)	Actual	Score (%)	Value (%)	Actual	Score (%)	Value (%)	Actual	Score (%)
Performance	25	62	43	25	59	43	25	32	30
Problem Solving	15	65	70	15	45	50	15	35	40
Team Work	20	80	85	20	55	60	20	45	50
Discipline	10	90	90	10	80	80	10	70	70
Quality of Work	10	85	90	10	70	75	10	65	65
Work Quantity	10	80	85	10	65	70	10	60	60
Job Skills	10	75	80	10	55	60	10	55	55
Total	100		78			63			53

Source: Team Leader PT. Asuransi Jiwa Astra

From the data collected from 2021 to 2023 at PT. Asuransi Jiwa Astra Bumi Serpong Damai, South Tangerang, it can be seen that the company has experienced a decline in performance in recent years, as reflected in the continuously decreasing values of Key Performance Indicators (KPI). In 2021, the KPI reached 78%, indicating strong performance and satisfactory achievement of targets. However, in 2022, the KPI fell to 63%, and in 2023, it only reached 53%. This decline can be attributed to several factors, primarily related to career development and employee work discipline. A lack of effective career development programs has resulted in low employee motivation and engagement, while work discipline issues have contributed to a decrease in productivity.

Career development encompasses self-development activities undertaken by an individual to realize their personal career plan. Career development is an effort taken by employees in planning their future careers to develop themselves (Ramadani, 2024).

Career development impacts employee performance and ensures that employees within an organization have the necessary qualifications, skills, and experience, as well as enhancing employees' skills, knowledge, and abilities to help individuals achieve their career goals. Therefore, organizations can maintain employee productivity at all times and manage their careers and grow appropriately while avoiding job frustration associated with poor organizational performance (Arbiasnyah, 2024).

Work discipline is also an important factor that can determine the success of a company's goals. Work discipline is a tool used by managers to communicate with employees so that they are willing to change their behavior, as well as an effort to increase awareness and willingness in fulfilling all company regulation (Muin et al., 2022). Thus, employees can carry out their duties with full awareness and can develop their energy and thoughts as much as possible with the realization of the company's goals.

Based on observations and interviews conducted, the author obtained information regarding factors that may influence employee performance, leading to a decline in company achievements, namely career development and work discipline issues at Astra Life. A lack of awareness regarding career development opportunities within the company and low work discipline, with many employees arriving more than 15 minutes late beyond the company's established regulations, are problems. Factors causing

employees to arrive late include transportation issues and heavy traffic, which can lead to decreased employee performance and ultimately affect the company's overall achievements.

Based on the descriptions above, as well as previous research, the author is interested in conducting research with the title “**The Influence of Career Development and Work Discipline on Employee Performance at PT. Asuransi Jiwa Astra Bumi Serpong Damai, South Tangerang City.**”

Based on the background description above, the problem identification in this study is as follows:

1. Decreased employee productivity, measurable by the achievement of company targets.
2. Employees experiencing career stagnation, which impacts their performance decline.
3. Employees feeling that they lack a clear path to develop their careers.
4. A lack of structured development programs resulting in a lack of motivation and employee engagement.
5. Many employees arriving late and not adhering to established working hours due to transportation constraints and heavy traffic causing delays.
6. There are employees who are absent without explanation and leave early.

Based on the problem identification above, it can be concluded that the problem formulations to be studied are as follows:

1. Does career development influence employee performance at PT Asuransi Jiwa Astra Bumi Serpong Damai, South Tangerang City?
2. Does work discipline influence employee performance at PT Asuransi Jiwa Astra Bumi Serpong Damai, South Tangerang City?
3. Do career development and work discipline simultaneously influence employee performance at PT Asuransi Jiwa Astra Bumi Serpong Damai, South Tangerang City?

LITERATURE REVIEW

This research is consistent with studies conducted by (Damayanti et al., 2022), (Jalaludin & Oktavianti, 2024), which state that career development influences employee performance. However, different results were found in research by (Saepudin & Noorzaman, 2023), (A. Budiyanto & Wikan, 2020) and (Darmawan et al., 2022), which showed that career development has no influence on employee performance. On the other hand, this research is also in line with research by (Pramularso & Anggraeni, 2023), (Sukmayadi et al., 2023), and (Vallennia et al., 2020), which state that work discipline influences employee performance. However, research by (Ulung et al., 2023) and (Daryanti & Widyastuti, 2023) shows conflicting results, where work discipline has no influence on employee performance. This gap in research findings creates a gap in the literature that needs to be further investigated to understand the factors that influence the relationship between career development, work discipline, and employee performance.

A hypothesis is a temporary answer or a temporary assumption to the formulation of a research problem, which is stated in the form of a question (Rahmadani & Akbar, 2023). The hypothesis is a temporary answer to the formulation of the research problem.

Based on the purpose of the theory, previous research, and the background that has been explained, the formulation of the problem is stated in the form of a question, and the hypothesis in this study is formulated (Halim & Tyra, 2020).

The Influence of Career Development on Employee Performance

Career development is the process of improving an individual's work abilities achieved in order to attain a desired career (Nasution & Rahayu, 2020). Performance is the result of good work in the work process. An employee can be said to have high performance when the set work goals are achieved and these achievements are based on the required attitudes and behaviors in accordance with established policies, rules, and procedures. Based on the results of research conducted by (Damayanti et al., 2022) career development has a positive influence on employee performance. In line with research by (Jalaludin & Oktavianti, 2024) career development has a positive influence on employee performance. Based on the description above, the hypothesis that can be proposed for this research is:

H1: Career Development has an Influence on Employee Performance.

The Influence of Work Discipline on Employee Performance

Work discipline is how each employee adheres to the organization or leader. Employees carry out the orders of the organization or leader within the scope of work. Work discipline is everything (both in the form of objects or humans) that can make employees behave in a disciplined manner (Harras, 2019). Performance is a result that has been worked on in order to achieve organizational goals, carried out legally, without violating the law, and consistent with assigned ethics and responsibilities. Based on the results of research conducted by (Pramularso & Anggraeni, 2023), work discipline has a positive influence on employee performance. In line with research by (Sukmayadi et al., 2023), work discipline has a positive influence on employee performance. Based on the description above, the hypothesis that can be proposed for this research is:

H2: Work Discipline has an Influence on Employee Performance.

The Simultaneous Influence of Career Development and Work Discipline on Employee Performance

Career Development is a condition that indicates an increase in a person's status within an organization on a career path that has been established in the organization concerned (Samsudin, 2019). Work Discipline is an attitude that adheres to the rules and norms that apply in a company in order to increase the steadfastness of employees in achieving company goals (Fauzi 2019, n.d.). Employee Performance is an achievement at a certain level in a job, program, policy that is in line with the realization of the company's goals, vision-mission (Maryati, 2021).

Based on the results of research conducted by (Marpaung et al., 2019), career development and work discipline simultaneously influence employee performance. In line with research by (Marpaung et al., 2019), career development and work discipline simultaneously influence employee performance. Based on the description above, the hypothesis that can be proposed for this research is:

H3: Career Development and Work Discipline Simultaneously Influence Employee

Performance.

RESEARCH METHOD

This study is a descriptive approach is used. The purpose of descriptive research is to depict specific characteristics or phenomena without manipulating variables. This research will provide a clear picture of career development, work discipline, and employee performance in the company being studied. With a descriptive approach, researchers can collect relevant data and present it in an easily understandable form, thus providing useful information for decision-makers in the organization (Sukmadinata, 2019).

The time dimension of this research is cross-sectional, with data collected at a specific point in time. The cross-sectional survey approach is used to investigate temporary issues with data collection conducted only once (Stockemer & Bordeleu, 2019).

The research was conducted at PT. Asuransi Jiwa Astra, located in Ruko Bidex Blok H1-2 BSD City Sektor 3A, Kel Lengkong Wetan, KEC Serpong, South Tangerang City. The study population consisted of 53 employees from PT. Asuransi Jiwa Astra Bumi Serpong Damai, with all employees being included as the sample using a census or saturated sampling technique. To obtain data that is relevant to the research problem, the following data collection methods were employed:

Interview

According to (Rahmadani & Akbar, 2023) an interview is a data collection technique wherein the interviewer (the researcher or the person assigned to collect data) poses questions to the interviewee regarding career development, work discipline, and employee performance at PT. Asuransi Jiwa Astra Bumi Serpong Damai, South Tangerang City.

Questionnaire

According to (Rahmadani & Akbar, 2023), a questionnaire is a data collection technique conducted by providing a set of written questions to respondents for them to answer. In this study, the questionnaire utilized closed-ended statements, which facilitate quick responses from respondents and simplify the data analysis process for the researcher across all collected questionnaires regarding career development, work discipline, and employee performance at PT. Asuransi Jiwa Astra Bumi Serpong Damai, South Tangerang City.

Observation

According to (Rahmadani & Akbar, 2023), observation, as a data collection technique, possesses a unique approach compared to other methods such as interviews and questionnaires. Observation was conducted by directly observing employees at PT. Asuransi Jiwa Astra Bumi Serpong Damai, South Tangerang City, concerning career development, work discipline, and employee performance at PT. Asuransi Jiwa Astra Bumi Serpong Damai, South Tangerang City. Data analysis is a method to measure the strength of effects or influences. Collected data cannot be utilized without conducting analysis, which consists of steps such as testing the research instruments for validity and reliability; hypothesis testing is done with partial and simultaneous tests, multiple linear regression analysis; and testing the coefficient of determination (R^2).

RESEARCH RESULTS

Tables and Figures

Validity Test

Career Development Variable (X1)

Table 2

Person Correlation Test of Career Development Variables (X1)

Variable	statement items	r-value	r-table	Description
Career Development (X1)	X1.1	0.434	0.270	Valid
	X1.2	0.744	0.270	Valid
	X1.3	0.724	0.270	Valid
	X1.4	0.713	0.270	Valid
	X1.5	0.586	0.270	Valid
	X1.6	0.703	0.270	Valid
	X1.7	0.630	0.270	Valid
	X1.8	0.758	0.270	Valid
	X1.9	0.730	0.270	Valid
	X1.10	0.744	0.270	Valid

Source: SPSS output data version 29, 2024

Based on table 4.1 above, the results of the validity test of the Career Development variable (X1) show that the calculated r value > r table (0.270) and has a positive value. Thus, all statements are declared valid.

Work Discipline Variable (X2)

Table 3

Person Correlation Test of Work Discipline Variable (X2)

Variable	statement items	r-value	r-table	Description
Work Discipline (X2)	X2.1	0.704	0.270	Valid
	X2.2	0.730	0.270	Valid
	X2.3	0.626	0.270	Valid
	X2.4	0.550	0.270	Valid
	X2.5	0.742	0.270	Valid
	X2.6	0.733	0.270	Valid
	X2.7	0.805	0.270	Valid
	X2.8	0.547	0.270	Valid
	X2.9	0.625	0.270	Valid
	X2.10	0.519	0.270	Valid

Source: SPSS output data version 29, 2024

Based on table 4.2 above, the results of the validity test of the Work Discipline variable (X2) show that the calculated r value > r table (0.270) and has a positive value. Thus, all statements are declared valid.

Employee Performance Variable (Y)

Table 4
Person Correlation Test of Employee Performance Variable (Y)

Variable	statement items	r-value	r-table	Description
Employee Performance (Y)	Y.1	0.623	0.270	Valid
	Y.2	0.693	0.270	Valid
	Y.3	0.422	0.270	Valid
	Y.4	0.728	0.270	Valid
	Y.5	0.735	0.270	Valid
	Y.6	0.577	0.270	Valid
	Y.7	0.545	0.270	Valid
	Y.8	0.736	0.270	Valid
	Y.9	0.641	0.270	Valid
	Y.10	0.738	0.270	Valid

Source: SPSS output data version 29, 2024

Based on table 4.3 above, the results of the validity test of the Employee Performance variable (Y) show that the calculated r value > r table (0.270) and has a positive value. Thus, all statements are declared valid.

Reliability Test

Table 5
Career Development Reliability Test (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
,861	10

Source: SPSS output data version 29, 2024

Table 4.4 above, it can be explained that the Cronbach's Alpha value is 0.861 > 0.600, so it can be concluded that the Career Development variable (X1) can be accepted or stated as reliable.

Table 6
Work Discipline Reliability Test (X2)

Reliability Statistics	
Cronbach's Alpha	N of Items
,849	10

Source: SPSS output data version 29, 2024

Table 4.5 above, it can be explained that the Cronbach's Alpha value is $0.849 > 0.600$, so it can be concluded that the Work Discipline variable (X2) can be accepted or stated as reliable.

Table 7
Employee Performance Implementation Reliability Test (Y)

Reliability Statistics	
Cronbach's Alpha	N of Items
,833	10

Source: SPSS output data version 29, 2024

Table 4.6 above, it can be explained that the Cronbach's Alpha value is $0.833 > 0.600$, so it can be concluded that the Employee Performance variable (Y) can be accepted or stated as reliable.

Classical Assumption Test

Normality Test

Table 8

One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			53
Normal Parameters ^{a,b}		Mean	,0000000
		Std. Deviation	3.7895180
			5
Differences	Most Extreme	Absolute	,112
		Positive	,112
	Extreme	Negative	-,105
Test Statistics			,112
Asymp. Sig. (2-tailed) ^c			,097
Monte Carlo Sig. (2-	Sig.		,097

tailed)d	99% Confidence Interval	Lower Bound	,090
		Upper Bound	,105

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Normality Test Results

Source: SPSS output data version 29, 2024

Based on table 4.7 above, the results of the normality test show that the Asymp.Sig. (2-tailed) value is 0.097, which states that the number is greater than the significance value of 0.05. So the data collected from the number of respondents is stated to have a normal distribution.

Multicollinearity Test

Table 9
Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1,0793	,1734			,586013		
Career Development	,399	,103	,477		,871,001	,563	1,776
Work Discipline	,358	,125	,351		,851,006	,563	1,776

a. Dependent Variable: Employee Performance

Source: SPSS output data version 29, 2024

Based on the results of the multicollinearity test in table 4.8 above, it can be seen:

Career Development (X1)

Tolerance : 0.563 > 0.10

VIF : 1,776 < 10

Conclusion : It can be concluded that for the variable Development does not experience multicollinearity and the regression model is suitable for use.

Work Discipline Variable (X2)

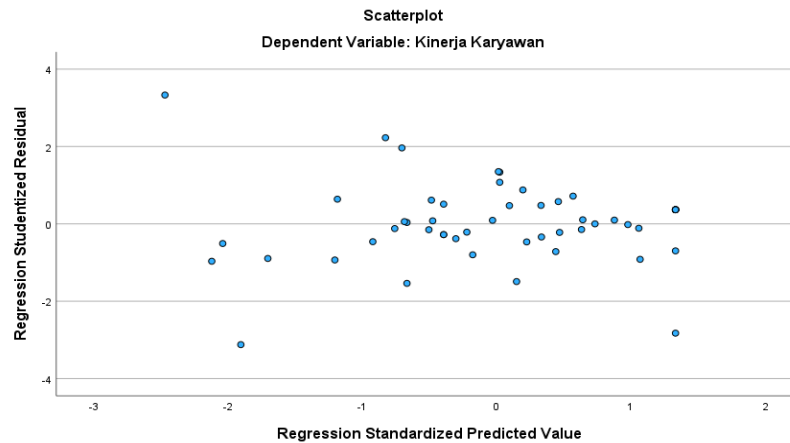
Tolerance : 0.563 > 0.10

VIF : 1,776 < 10

Conclusion : It can be concluded that for the variable Work Discipline does not experience multicollinearity and the regression model is suitable for

use.

Heteroscedasticity Test



Source: SPSS output data version 29, 2024

Figure 1
Heteroscedasticity Test Results

Based on the Scatterplot graph above, it can be seen that the points are spread randomly both above and below the number 0 on the Y axis, so it is concluded that there is no heteroscedasticity in the regression model.

Multiple Linear Regression

Table 10

Multiple Linear Regression of Career Development (X1) and Work Discipline (X2) on Employee Performance (Y)

Coefficients^a

Source:	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
SPSS output data	(Constant)	10,793	4,173		2,586	,013		
	Career Development	,399	,103	,477	3,871	<,001	,563	1,776
	Work Discipline	,358	,125	,351	2,851	,006	,563	1,776

a. Dependent Variable: Employee Performance

version 29, 2024

The table above, meaning is the constant value is 10.793 and the regression coefficient of variable X1 is 0.399 and variable X2 is 0.358. So the regression equation can be made as follows:

$$Y = 10.793 + 0.399 X1 + 0.358 X2$$

From the simple regression equation above, it can be concluded that:

1. The constant value of 10.793 shows that the variables Career Development and Work Discipline the value is 0, then the Employee Performance level is 10.793.
2. The value of $b = 0.399$ which shows the value of the regression coefficient, meaning that there is a positive influence of the Career Development variable (X1) on the Employee Performance variable (Y). If Career Development increases by one unit, Employee Performance will increase by 0.399.
3. The value of $b = 0.358$ which shows the value of the regression coefficient, meaning that there is a positive influence of the Work Discipline variable (X2) on the Employee Performance variable (Y). If Work Discipline increases by one unit, Employee Performance will increase by 0.358.

Coefficient of Determination

Table 11

Recapitulation of the Results of the Test of the Determination Coefficients X1 and X2 Against Y

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,757a	,572	,555	3,865	2,062

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

b. Dependent Variable: Employee Performance

Source: SPSS output data version 29, 2024

Based on the table above, the coefficient of determination or R square is 0.572. So the amount of contribution of the influence of Career Development X1 and Work Discipline X2 together on Employee Performance is 57.2%, the remaining 42.8% is influenced by other variables outside the variables not discussed in this study.

Hypothesis Testing

Simultaneous F Test

The F test is a test of the significance of the equation used to determine how much influence the independent variables (X1) and (X2) have together on the dependent variable (Y). The feasibility of the model at the α level is 5%. The decision-making rules are as follows:

If $F_{count} > F_{table}$, then H_a is accepted and H_0 is rejected.

If $F_{count} < F_{table}$, then H_0 is accepted and H_a is rejected.

Hypothesis

H_0 : It is suspected that there is no joint influence of Career Development (X1) and Work Discipline (X2) on employee performance (Y).

H_a : It is suspected that there is a joint influence of Career Development (X1) and Work Discipline (X2) on employee performance (Y).

The results of the F value calculation can be seen in the SPSS output table below:

Table 12
F X1 Test Results and X2 against Y

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	999,974	2	499,987	33,478	<,001b
	Residual	746,743	50	14,935		
	Total	1746,717	52			

a. Dependent Variable: Employee Performance

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

Source: SPSS output data version 29, 2024

Determine the level of significance of $\alpha = 5\%$ or 0.05

df = n-2

df = 53-2

df = 51

F table = (74; 0.05) = 2.79

The table above, meaning is the calculated F is obtained as 499,987 when compared with the F table of 2.79 with a significance level of $0.001 < 0.05$, then the calculated $F > F$ table. This shows that H_0 is rejected and H_a is accepted, meaning that there is a simultaneous and significant influence between the influence of Career Development and Work Discipline on employee performance on PT. Astra Bumi Serpong Damai Life Insurance, South Tangerang City.

Partial t-Test

Table 13
Results of the t-test of X1 and X2 against Y

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,793	4,173		2,586	,013
	Career Development	,399	,103	,477	3,871	<,001
	Work Discipline	,358	,125	,351	2,851	,006

a. Dependent Variable: Employee Performance

Source: SPSS output data version 29, 2024

Career Development t-Test (X1) on Employee Performance (Y)

$H_0 : r = 0$ It is suspected that there is no influence of Career Development (X1) To employee performance(Y).

$H_a : r \neq 0$ It is suspected that there is an influence of Career Development (X1) On employee performance(Y).

Determine the level of significance at $\alpha = 5\%$ or 0.05

$$df = n - 2$$

$$df = 53 - 2$$

$$df = 51$$

$$t \text{ table} = (51 ; 0.05) = 2.00758$$

From the table above, it can be obtained t count of 3.871 and known t table 2.00758. Because t count 3.871 > t table 2.00758 with a significance level of 0.001 < 0.05. Then H₀ is rejected and H_a is accepted, which means there is a significant influence between Career Development on employee performance on PT. Astra Bumi Serpong Damai Life Insurance, South Tangerang City.

T-test of Work Discipline (X₂) on Employee Performance (Y)

H₀: $r = 0$ It is suspected that there is no influence of Work Discipline (X₂)

To employee performance (Y).

H_a: $r \neq 0$ It is suspected that there is an influence of Work Discipline (X₂) on employee performance (Y).

Determine the level of significance at $\alpha = 5\%$ or 0.05

$$df = n - 2$$

$$df = 53 - 2$$

$$df = 51$$

$$t \text{ table} = (51 ; 0.05) = 2.00758$$

From the table above, it can be obtained t count of 2.851 and known t table 2.00758. Because t count 2.851 > t table 2.00758 with a significance level of 0.006 < 0.05. Then H₀ is rejected and H_a is accepted, which means there is a significant influence between Work Discipline on employee performance on PT. Astra Bumi Serpong Damai Life Insurance, South Tangerang City.

DISCUSSION

The results of this research indicate that both career development and work discipline have a significant influence on employee performance at PT. Asuransi Jiwa Astra Bumi Serpong Damai, South Tangerang City. These findings are consistent with several previous studies, reinforcing the importance of human resource management practices in organizational performance.

Career Development and Employee Performance

The positive relationship between career development and employee performance found in this study aligns with the research of (Damayanti et al., 2022) and (Jalaludin & Oktavianti, 2024), who reported that structured career development programs enhance employee motivation, engagement, and ultimately, performance. Career development provides employees with a clear path for growth, increases their skills, and fosters a sense of belonging and loyalty to the company. When employees perceive opportunities for advancement and personal growth, they are more likely to invest effort in their work, contributing to higher productivity and organizational achievement. This supports the

notion that career development is not merely a personal benefit but also a strategic organizational tool for retaining talent and achieving business goals (Budiyanto et al., 2023).

Work Discipline and Employee Performance

The study also confirms that work discipline significantly affects employee performance, corroborating findings by (Pramularso & Anggraeni, 2023) and (Sukmayadi et al., 2023). Work discipline ensures that employees adhere to company regulations, arrive on time, and complete their tasks efficiently. High discipline levels reduce absenteeism, tardiness, and other forms of counterproductive work behavior, which in turn positively impact overall performance. This is in line with the view of (Robbins, 2017), who argue that discipline is a fundamental aspect of organizational control and performance management. The results also highlight practical challenges, such as transportation issues and traffic, which can undermine discipline and should be addressed through flexible work policies or support programs.

Simultaneous Influence of Career Development and Work Discipline

When analyzed together, career development and work discipline were found to have a synergistic effect on employee performance. This supports research by (Marpaung et al., 2019), who found that a combination of effective career planning and strong discipline creates a productive work environment, leading to higher achievement of organizational targets¹. The decline in KPI at PT. Asuransi Jiwa Astra from 2021 to 2023 can thus be attributed to weaknesses in both these areas, as indicated by the study findings.

RESEARCH IMPLICATIONS

The findings of this study provide several important implications that extend beyond the immediate organizational context of PT. Asuransi Jiwa Astra Bumi Serpong Damai, offering valuable insights for both theoretical understanding and practical application in human resource management.

Theoretical Implications

This research contributes to the existing body of knowledge in human resource management by providing empirical evidence that supports the interconnected relationship between career development, work discipline, and employee performance. The study validates and extends previous theoretical frameworks by demonstrating that these variables do not operate in isolation but rather create a synergistic effect when implemented together.

The findings add to the theoretical understanding of performance management by confirming that career development serves as both an individual growth mechanism and a strategic organizational tool for talent retention. This dual nature of career development challenges traditional views that position it merely as an employee benefit, instead positioning it as a critical component of organizational performance strategy.

Furthermore, the study reinforces theoretical models that position work discipline as a fundamental aspect of organizational control and performance management. The empirical evidence supports theories suggesting that discipline functions as a

communication tool between management and employees, facilitating behavioral change and organizational goal achievement.

Practical Implications

- For Human Resource Practitioners

The research findings offer direct guidance for HR professionals in developing comprehensive performance improvement strategies. Organizations should prioritize the implementation of structured career development programs that provide clear advancement pathways, regular skill development opportunities, and transparent promotion criteria. These programs should be designed not merely as retention tools but as strategic initiatives that directly contribute to organizational performance and productivity.

- For Management and Leadership

The study suggests that managers should adopt an integrated approach to performance management that simultaneously addresses career development and work discipline. Rather than treating these as separate HR functions, management should recognize their complementary nature and design policies that leverage their combined effect. This includes establishing mentorship programs, providing regular feedback mechanisms, and creating flexible work arrangements that address practical challenges such as transportation issues that may affect work discipline.

- For Organizational Policy Development

The findings indicate that organizations should develop comprehensive policies that address both internal motivational factors (career development) and external behavioral expectations (work discipline). Policy makers should consider implementing flexible work arrangements, transportation support programs, or alternative work schedules to address practical barriers to maintaining work discipline⁷. Additionally, organizations should establish clear career progression frameworks that are communicated transparently to all employees.

Societal Implications

This research contributes to broader societal understanding of workplace dynamics in developing economies, particularly in the Indonesian context. The findings suggest that organizations operating in environments with infrastructure challenges (such as transportation and traffic issues) must adapt their human resource practices accordingly. This has implications for urban planning and public policy, highlighting the interconnection between municipal infrastructure and organizational productivity.

Policy Implications

The study's findings have relevance for labor policy and employment regulations. The evidence supporting the importance of career development suggests that government policies should encourage or incentivize organizations to invest in employee development programs. Similarly, the findings related to work discipline and external factors (transportation, traffic) indicate that public infrastructure development

can have direct impacts on organizational performance and employee productivity.

Implications for Future Research

This study opens several avenues for future investigation. The identified relationship between career development, work discipline, and performance suggests the need for longitudinal studies to understand how these relationships evolve over time. Additionally, research examining the moderating effects of organizational culture, industry type, and economic conditions on these relationships would provide valuable insights.

The study also highlights the need for research into practical interventions that organizations can implement to address external factors affecting work discipline. Future studies should explore the effectiveness of flexible work arrangements, remote work options, and transportation support programs in improving both discipline and performance.

Limitations and Contextual Considerations

While drawing these implications, it is important to acknowledge that this study was conducted within a single organization in the insurance sector. The generalizability of findings may be influenced by industry-specific factors, organizational culture, and the particular economic and social context of South Tangerang City. Future research should examine these relationships across different industries, organizational sizes, and geographical contexts to enhance the robustness of these implications.

The practical implications suggested here should be implemented with consideration of organizational resources, industry requirements, and local contextual factors. Organizations should adapt these recommendations to their specific circumstances while maintaining the core principle of integrating career development and work discipline initiatives.

This research demonstrates that effective human resource management requires a holistic approach that recognizes the interconnected nature of employee development, organizational discipline, and performance outcomes. The implications extend beyond individual organizations to inform broader discussions about workplace effectiveness, employee engagement, and organizational sustainability in contemporary business environments.

CONCLUSION

The purpose of this research is to determine the influence between career development and work discipline as independent variables on employee performance as the dependent variable at PT. Asuransi Jiwa Astra Bumi Serpong Damai, South Tangerang City. The results of the analysis show that career development and work discipline have a positive impact on employee performance, both partially and simultaneously. Based on this, it can be concluded that all hypotheses in this study are supported and accepted. This indicates that improvements in career development and work discipline can enhance the level of employee performance.

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