

## THE EFFECT OF CAREER DEVELOPMENT AND ALLOWANCES ON WORK DISCIPLINE WITH ORGANIZATIONAL COMMITMENT AS A MEDIATING VARIABLE: EVIDENCE FROM THE BPSDM SECRETARIAT

**Dian Haerani, Zainul Kisman**

Program Studi Magister Manajemen, Universitas Trilogi

Email : dhrani18@gmail.com

### Abstract

*This study aims to examine the effect of career development and allowances on work discipline with organizational commitment as a mediating variable in the context of the BPSDM Secretariat. A quantitative approach was employed using a survey method, and data were collected from 77 employees, including civil servants and government contract employees. The data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM). The results show that career development and allowances have significant positive effects on organizational commitment, but do not have significant direct effects on work discipline. Organizational commitment is found to have a significant effect on work discipline. Furthermore, the mediation analysis indicates that organizational commitment fully mediates the relationships between career development and work discipline as well as between allowances and work discipline. These findings suggest that improvements in career development programs and allowance systems will not automatically enhance work discipline unless they are able to strengthen employees' organizational commitment. This study highlights the central role of organizational commitment as a key mechanism linking human resource practices to disciplined work behavior in public sector organizations. The results provide practical implications for managers and policymakers in designing more effective human resource policies to improve employee discipline through strengthening organizational commitment.*

**Keywords:** *Career Development; Allowances; Organizational Commitment; Work Discipline; Public Sector.*

### Abstrak

Penelitian ini bertujuan untuk menguji pengaruh pengembangan karier dan tunjangan terhadap disiplin kerja dengan komitmen organisasi sebagai variabel mediasi dalam konteks Sekretariat BPSDM. Pendekatan kuantitatif digunakan dengan metode survei, dan data dikumpulkan dari 77 karyawan, termasuk pegawai negeri sipil dan karyawan kontrak pemerintah. Data dianalisis menggunakan Partial Least Squares–Structural Equation Modeling (PLS-SEM). Hasil menunjukkan bahwa pengembangan karier dan tunjangan memiliki pengaruh positif yang signifikan terhadap komitmen organisasi, tetapi tidak memiliki pengaruh langsung yang signifikan terhadap disiplin kerja. Komitmen organisasi ditemukan memiliki pengaruh yang signifikan terhadap disiplin kerja. Lebih lanjut, analisis mediasi menunjukkan bahwa komitmen organisasi sepenuhnya memediasi hubungan antara pengembangan karier dan disiplin kerja serta antara tunjangan dan disiplin kerja. Temuan ini menunjukkan bahwa peningkatan program pengembangan karier dan sistem tunjangan tidak akan secara otomatis meningkatkan disiplin kerja kecuali jika mampu memperkuat komitmen organisasi karyawan. Studi ini menyoroti peran

sentral komitmen organisasi sebagai mekanisme kunci yang menghubungkan praktik sumber daya manusia dengan perilaku kerja yang disiplin di organisasi sektor publik. Hasil penelitian ini memberikan implikasi praktis bagi para manajer dan pembuat kebijakan dalam merancang kebijakan sumber daya manusia yang lebih efektif untuk meningkatkan disiplin karyawan melalui penguatan komitmen organisasi.

**Kata kunci:** *Pengembangan Karier; Tunjangan; Komitmen Organisasi; Disiplin Kerja; Sektor Publik.*

## **INTRODUCTION**

### **Background**

Public sector organizations are increasingly required to demonstrate high levels of performance, accountability, and service quality (Armstrong, 2014). In this context, human resource management plays a strategic role, as employee behavior and work attitudes directly affect organizational effectiveness. One critical behavioral aspect is work discipline, which reflects employees' compliance with organizational rules, procedures, and standards, as well as their consistency in performing duties responsibly and on time (Armstrong, 2020). High levels of work discipline contribute to operational efficiency, service reliability, and the achievement of organizational goals, whereas low discipline may lead to inefficiencies, reduced service quality, and weakened public trust.

Work discipline does not emerge automatically; rather, it is shaped by various organizational and individual factors. Prior literature suggests that career-related practices and compensation systems are among the key determinants of employee behavior in organizations (Soetrisno, 2020). Career development represents a planned and systematic effort by organizations to enhance employees' competencies, skills, and career prospects through training, promotion opportunities, job rotation, mentoring, and career planning (Hasibuan, 2016). Within the employee organization exchange, perceived organizational commitment to long-term employee development and transparent career trajectories places employees in a psychological state marked by elevated motivation, constructive work attitudes, and tighter alignment with internal norms and regulations.

In addition to career development, allowances (benefits) constitute an important component of the compensation system beyond basic salary. Allowances may include financial and non-financial benefits such as health insurance, family benefits, transportation and meal allowances, performance-related benefits, and other welfare facilities (Mangkunegara, 2017). These benefits are designed not only to improve employees' well-being but also to serve as motivational instruments that encourage desirable work behaviors (Sinambela, 2016). Adequate and fair allowances can enhance employees' sense of security and appreciation, which in turn may foster greater responsibility, compliance, and discipline at work.

However, the relationship between career development, allowances, and work discipline is often not purely direct (Mulawangsa, 2019). In the human resource behavior nexus, organizational commitment occupies a central psychological position as the internal bond that connects managerial practices with employee conduct. This construct captures the extent of goal alignment with the organization, the presence of affective attachment, and the internal readiness to remain within the organization while directing effort toward its continued viability and achievement. (Pranitasari, D., & Khotimah, 2021). High organizational commitment places employees in a behavioral configuration characterized by sustained allegiance, heightened sense of accountability, and internal

control over conduct elements that collectively underpin the formation and maintenance of disciplined work behavior.

From a theoretical perspective, relationship-based and motivation theories in human resource management suggest that supportive organizational practices such as clear career development systems and fair compensation can strengthen employees' psychological attachment to the organization (Siti, 2019). This attachment, in turn, shapes behavioral outcomes, including work discipline. Nevertheless, empirical findings in previous studies remain mixed (Noe, 2020). Some studies report significant direct effects of career development and allowances on discipline-related outcomes, while others emphasize the more dominant role of attitudinal variables such as commitment or job satisfaction as mediating mechanisms.

Within Indonesian public administration especially across government bodies the combined positioning of career development, allowance structures, organizational commitment, and work discipline inside one unified analytical framework remains underexplored, leaving their joint configuration only sparsely mapped in existing empirical literature. (Stredwick, 2005). The BPSDM Secretariat, as a government institution responsible for human resource development, faces practical challenges related to employee discipline, including attendance consistency and compliance with organizational routines (Yusuf, R. M., & Syarif, 2018). These challenges highlight the importance of examining not only structural and policy-related factors but also psychological and attitudinal dimensions that may explain employees' disciplinary behavior (Klein, 2018).

This research positions career development and allowance schemes as antecedent variables within a disciplinary framework, where work discipline is conditioned through the mediating role of organizational commitment, and situates the analysis in the institutional setting of the BPSDM Secretariat. The study operates under a quantitative design and a unified analytical model to extend discussions in human resource management and organizational behavior, with specific relevance to public-sector organizations. At the applied level, the expected outcomes are directed toward supplying empirically grounded considerations for decision-makers and managers when structuring career pathways and compensation arrangements that consolidate organizational commitment and translate into more consistent employee discipline.

### **Research Questions**

In line with the research background and the conceptual framework adopted from the thesis, this study is guided by the following research questions:

1. Does career development have a significant effect on organizational commitment?
2. Do allowances have a significant effect on organizational commitment?
3. Does career development have a significant effect on work discipline?
4. Do allowances have a significant effect on work discipline?
5. Does organizational commitment have a significant effect on work discipline?
6. Does organizational commitment mediate the relationship between career development and work discipline?
7. Does organizational commitment mediate the relationship between allowances and work discipline?

## **LITERATURE REVIEW**

### **1. Career Development**

Career development refers to a systematic and continuous process through which organizations facilitate employees in enhancing their skills, knowledge, and work experiences in order to achieve both individual career goals and organizational objectives (Rehman, 2017). It encompasses planned activities such as training, job rotation, promotion opportunities, mentoring, and career planning (Srimulatsih, 2021). The literature emphasizes that effective career development practices increase employees' competencies and readiness to face current and future job demands, while also strengthening motivation and positive work attitudes (Dekawati, I., 2025). Within human resource management, career development occupies a strategic role as a mechanism that synchronizes individual progression with organizational demands while sustaining employee involvement over an extended horizon. (Soleha, L. K., & Hadiat, 2014).

### **2. Allowances**

Allowances represent a component of compensation beyond basic salary and include various financial and non-financial benefits such as health insurance, family and transportation benefits, meal allowances, performance-related benefits, and other welfare facilities (Mudhofar, 2021). These benefits are designed to improve employees' well-being and to serve as motivational tools that encourage desirable work behavior (Novantana, Y. D., & Lestari, 2022). The compensation literature suggests that fair and adequate allowances enhance employees' sense of security, appreciation, and perceived organizational support, which may positively influence their attitudes and behavior at work (Amina, R., 2016).

### **3. Organizational Commitment**

Organizational commitment refers to an employee's psychological bond with the organization, expressed through alignment with organizational objectives, emotional attachment to the institution, and an internal inclination to continue membership within it. (Hendri, 2019). The construct is structured around three constituent dimensions, arranged as normative commitment grounded in a felt obligation to remain, affective commitment anchored in emotional attachment, and continuance commitment tied to the perceived costs associated with leaving the organization. (Dewi, G., 2024). Elevated organizational commitment places employees in a condition marked by reinforced allegiance, increased personal accountability, and a stronger tendency to act in ways that sustain and enhance organizational effectiveness. (Demirer, C., 2020).

### **4. Work Discipline**

Work discipline denotes an internalized readiness among employees to adhere to organizational regulations, procedural norms, and performance standards, accompanied by consistent, timely, and responsible execution of assigned tasks. (Mulawangsa, 2019). Within human resource management, discipline occupies a functional core because the attainment of performance benchmarks and the realization of organizational goals are tightly contingent on disciplined conduct. (Pranitasari, D., & Khotimah, 2021). Indicators of work discipline typically include attendance, adherence to work procedures, obedience to supervisors, responsibility, and self-control in carrying out tasks (Haloho, Y. T., 2023). A high level of discipline reflects employees' commitment to maintaining order and effectiveness in organizational operations (Rahmawati, A. A., & Trisninawati, 2024).

## **5. The Relationships among Career Development, Allowances, Organizational Commitment, and Work Discipline**

In the human resource and organizational behavior domain, career advancement mechanisms and remuneration-related arrangements are positioned as key levers that shape how employees orient their attitudes and regulate their conduct within the organization. Career development opportunities signal organizational support and investment in employees' future, which may strengthen their psychological attachment to the organization. Similarly, fair and adequate allowances contribute to employees' perceptions of being valued and treated justly, which can also enhance organizational commitment.

Organizational commitment, in turn, is widely recognized as an important antecedent of positive work behavior, including work discipline. When emotional bonds with the organization are strong, a sense of moral duty to stay is present, or departure is perceived as costly, employees tend to internalize compliance with organizational regulations, sustain reliable attendance, and carry out responsibilities with greater care and consistency. In this sense, organizational commitment can function as a psychological mechanism that translates human resource practices into disciplined work behavior.

Although some studies report direct effects of career development and allowances on discipline-related outcomes, other findings suggest that these relationships are better explained through mediating attitudinal variables. Aligned with this analytical stance, organizational commitment is placed within the model as an intervening mechanism through which career development and allowance structures are channeled toward shaping work discipline. This conceptualization is consistent with the thesis framework, which assumes that career development and allowances first influence employees' level of commitment, and that this commitment subsequently shapes their level of work discipline.

## **6. Conceptual Framework and Hypotheses**

Grounded in the synthesized literature and the conceptual structure adapted from the thesis framework, the study's hypotheses are articulated in the following formulations :

1. H1: Career development has a significant effect on organizational commitment.
2. H2: Allowances have a significant effect on organizational commitment.
3. H3: Career development has a significant effect on work discipline.
4. H4: Allowances have a significant effect on work discipline.
5. H5: Organizational commitment has a significant effect on work discipline.
6. H6: Organizational commitment mediates the relationship between career development and work discipline.
7. H7: Organizational commitment mediates the relationship between allowances and work discipline.

## **RESEARCH METHODS**

### **Research Design**

The research is structured under a quantitative explanatory design, aimed at tracing causal linkages among career development, allowance provisions, organizational commitment, and work discipline. This methodological choice is aligned with the study's

emphasis on hypothesis testing and on mapping intervariable connections through statistical analysis. The analytical model is constructed from the thesis-based theoretical framework, in which organizational commitment occupies an intermediate role that transmits the influence of career development and allowances toward disciplinary outcomes.

### **Population and Sample**

The unit of analysis encompasses personnel working at the BPSDM Secretariat, with empirical input drawn from 77 individuals comprising both civil servants (PNS) and government contract staff (PPPK). Owing to the constrained size of the target population, the sampling strategy follows a saturated or census-based logic, whereby every qualifying employee is included as a respondent. Under this configuration, the collected data are structurally aligned with the population's attributes, minimizing representational gaps in the analysis.

### **Data Collection Method**

Primary information was gathered via a structured survey instrument distributed to the respondent group. Measurement relied on a Likert-type scaling system to capture perceptual assessments of career development, allowance provision, organizational commitment, and work discipline. Each variable was translated into observable indicators drawn from established literature and aligned with the indicator set specified in the thesis framework. The survey-based strategy was selected for its capacity to streamline data acquisition while enabling rigorous quantitative examination of intervariable relationships.

### **Measurement of Variables**

Career development was operationalized through indicators covering career planning, promotion prospects, training access, tenure, and job rotation. Allowance measurement incorporated both non-financial and financial benefit aspects, including perceived benefit equity, alignment between compensation and workload, welfare and health provisions, and transparency of benefit allocation. Organizational commitment was captured through the affective, continuance, and normative dimensions. Work discipline was reflected in responsibility fulfillment, compliance with work procedures, obedience to supervisory directives, attendance regularity, and self-awareness in task execution. All measurement items were drawn from established references and contextually calibrated to the institutional setting of the BPSDM Secretariat, following the structure of the original thesis instrument.

### **Data Analysis Technique**

Data processing relied on Partial Least Squares–Structural Equation Modeling (PLS- SEM), a technique aligned with models that incorporate mediation structures, tolerate non-normal data distributions, and remain stable under limited sample conditions. This approach supports both explanatory mapping and predictive assessment of intervariable relations.

Analytical execution followed a two-layer structure. At the first layer, the measurement (outer) model was scrutinized to verify construct soundness through internal consistency reliability alongside convergent and discriminant validity checks. At the second layer, the structural (inner) model was examined to trace relational strength among variables using path estimates, bootstrapped t-values, and associated significance

levels. Indirect pathways were simultaneously inspected to determine the mediating position of organizational commitment within the overall model configuration.

### **Ethical Considerations**

Participation in the study was entirely voluntary. Data handling was conducted under anonymous conditions, and all respondent information was confined strictly to academic research use without personal identification or non-research application.

## **RESEARCH FINDINGS AND DISCUSSION**

### **1. Research Findings**

#### **Measurement Model Assessment**

Within the measurement framework, the set of constructs and their indicators occupy a statistically sound position. Indicator loadings are maintained above the recommended thresholds, Average Variance Extracted (AVE) values surpass the 0.50 criterion, and both Composite Reliability alongside Cronbach's Alpha remain beyond acceptable limits, establishing internal consistency across constructs. Distinctiveness between constructs is preserved through satisfactory cross-loading patterns and HTMT ratios. Under this configuration, the instruments applied to capture career development, allowances, organizational commitment, and work discipline operate with confirmed validity and reliability, aligning with the measurement performance documented in the thesis.

#### **Structural Model Assessment**

Evaluation of the inner configuration relied on the PLS-SEM bootstrapping routine and places the model in a high explanatory range. Within this structure, organizational commitment is accounted for at an R-square level of 0.461, meaning that career development and allowance mechanisms jointly absorb 46.1% of its variance. Work discipline is situated at a substantially stronger level, with an R-square of 0.799, reflecting that 79.9% of its variability is structurally captured by the predictors embedded in the model. In addition, the Stone-Geisser  $Q^2$  value is above 0.50 ( $Q^2 \approx 0.892-0.896$ ), indicating strong predictive relevance of the model, as reported in the thesis.

#### **Findings**

Through PLS-SEM bootstrapping, the inner structure of the model is situated at a robust explanatory level. Organizational commitment occupies an explained variance of 0.461, which means that career development and allowance arrangements collectively account for 46.1% of its variation. Work discipline is positioned even more strongly, with an R-square of 0.799, indicating that 79.9% of its variance is structurally absorbed by the set of predictors incorporated in the model. In addition, the Stone-Geisser  $Q^2$  value exceeds

0.50 ( $Q^2 \approx 0.892-0.896$ ), thereby reinforcing the model's high predictive relevance, in line with the empirical profile documented in the thesis.

- H1 : The results show that career development has a significant positive effect on organizational commitment ( $p < 0.05$ ). This finding indicates that better career development practices, including training opportunities, career planning, job

rotation, and promotion prospects, strengthen employees' psychological attachment to the organization.

- H2 : The analysis also reveals that allowances have a significant positive effect on organizational commitment ( $p < 0.05$ ). This outcome places fair and sufficient benefit provision as a condition that elevates employees' sense of organizational appreciation, a perception that subsequently consolidates their level of organizational commitment.
- H3 :With respect to work discipline, the findings indicate that career development does not have a significant direct effect ( $p > 0.05$ ). This implies that improvements in career development practices do not automatically lead to higher levels of disciplined behavior.
- H4 : Similarly, allowances are found not to have a significant direct effect on work discipline ( $p > 0.05$ ). This result shows that benefits and allowances alone are insufficient to directly shape employees' disciplinary behavior.
- H5 : The results further demonstrate that organizational commitment has a significant effect on work discipline ( $p < 0.05$ ), although the magnitude of the effect is relatively small. This configuration places employees with stronger organizational commitment in a behavioral pattern marked by tighter rule adherence, more consistent attendance, and higher responsibility in task execution.
- H6 : The mediation analysis shows that organizational commitment fully mediates the relationship between career development and work discipline. The indirect effect is significant (original sample  $\approx 0.310$ ;  $p < 0.05$ ), while the direct effect of career development on work discipline is not significant. This indicates that the influence of career development on work discipline operates entirely through organizational commitment.
- H7 : Likewise, organizational commitment is found to fully mediate the relationship between allowances and work discipline. The indirect effect is significant (original sample  $\approx 0.346$ ;  $p < 0.05$ ), whereas the direct effect of allowances on work discipline is not significant. This confirms that the effect of allowances on work discipline is transmitted through organizational commitment.

## 2. Discussion

This section interprets the empirical results by aligning them with the study's research objectives and the theoretical framework that underpins the analysis. The discussion is organized to interpret how career development and allowances influence work discipline through organizational commitment within the context of the BPSDM Secretariat. By linking the statistical results to relevant theories and prior studies, this section aims to clarify the underlying mechanisms of the observed relationships and to highlight their theoretical and practical implications.

- The statistically substantiated linkage between career development and organizational commitment positions structured career pathways covering training access, promotion prospects, and competency enhancement as signals of organizational concern for employees' long-term prospects. Under this condition, perceived investment in career growth cultivates emotional attachment, reinforces loyalty, and nurtures a stronger sense of responsibility toward the organization.
- The statistically supported role of allowances in shaping organizational commitment places benefit schemes beyond a purely economic function. In the public-sector setting, fair and adequate allowances operate as signals of recognition

and institutional support, a perception that reinforces employees' psychological attachment and strengthens their loyalty to the organization.

- The absence of a statistically meaningful direct linkage between career development and work discipline places structural human resource initiatives in a limited role when standing on their own. In this configuration, career development arrangements that are not accompanied by a solid psychological attachment to the organization tend to be interpreted as routine administrative mechanisms, rather than as forces capable of reshaping employee discipline.
- Likewise, the lack of a direct structural linkage between allowance provision and work discipline places financial and non-financial rewards outside an automatic disciplinary role. Under this configuration, external benefits acquire behavioral traction only after being absorbed into positive internal attitudes, rather than operating as standalone drivers of disciplined conduct.
- The statistically supported linkage between organizational commitment and work discipline places committed employees in a pattern of stronger rule adherence, more reliable attendance, and heightened responsibility in task execution. Within the public-sector setting, this configuration suggests that disciplinary behavior is shaped primarily by internalized values and psychological attachment, rather than being generated solely through external reward mechanisms.
- The complete mediating role of organizational commitment along the career development work discipline pathway places commitment at the core of the translation process, where human resource initiatives are converted into disciplined work behavior through internal psychological alignment. Under this structure, career development operates by first consolidating employee commitment, which then becomes the channel through which disciplinary patterns are formed, consistent with the conceptual logic advanced in the thesis.
- Similarly, the presence of full mediation by organizational commitment in the allowance work discipline linkage places benefit and compensation systems in an indirect role, where their capacity to foster discipline materializes only after being internalized as employee commitment to the organization. This configuration underscores the need to align formal human resource arrangements with deliberate efforts to reinforce employees' psychological bonds to the institution as a basis for sustaining disciplined work behavior.

## **CONCLUSION**

Anchored in the study's objectives and the seven guiding research questions, the main conclusions are consolidated in the following summary :

1. Within the model configuration, career development stands as a statistically confirmed positive driver of organizational commitment, placing improved career practices as a reinforcing condition for employees' psychological attachment to the organization.
2. Within the structural model, allowance arrangements occupy a statistically supported positive position in shaping organizational commitment, indicating that benefit schemes perceived as fair and sufficient cultivate a stronger sense of organizational appreciation and support among employees.
3. In the model structure, career development is not situated as a direct determinant of work discipline. This placement indicates that enhancements in career- related

arrangements, by themselves, do not translate automatically into more disciplined employee behavior without passing through intervening mechanisms.

4. Within the structural arrangement, allowance provisions do not occupy a statistically meaningful direct position in shaping work discipline. This configuration implies that compensation and benefit schemes, when standing alone, lack sufficient leverage to directly regulate disciplinary behavior without being processed through intervening psychological mechanisms.
5. In the relational structure of the model, organizational commitment occupies a statistically supported position in shaping work discipline, even though the strength of this linkage remains modest. Under this configuration, higher commitment corresponds with more consistent rule compliance, steadier attendance patterns, and a stronger sense of responsibility, while signaling that disciplinary outcomes are not driven by commitment alone but interact with other structural factors.
6. Within the analytical structure, the pathway from career development to work discipline is carried exclusively through organizational commitment, such that career-related initiatives shape disciplinary outcomes only after being internalized as employee commitment to the organization.
7. Within the model configuration, the allowance discipline linkage is routed entirely through organizational commitment, leaving no direct structural path between allowances and work discipline once the mediating mechanism is activated. Under this arrangement, organizational commitment functions as the pivotal conduit through which human resource practices are translated into disciplined work behavior, anchoring its role as the central connecting mechanism in the BPSDM Secretariat context.

### **Recommendations For the Organization**

1. The management of the BPSDM Secretariat should continue to strengthen and clarify the career development system, including training programs, career planning, job rotation, and promotion pathways, in order to enhance employees' organizational commitment. Clear and transparent career opportunities can foster stronger psychological attachment and responsibility toward the organization.
2. the allowance system should be managed more transparently and fairly, with careful consideration of employees' workload and performance. When benefit provisions are sufficient and transparently communicated, employees are placed in a perceived state of organizational appreciation, a condition that consolidates organizational commitment and, through that pathway, elevates discipline in work conduct.
3. organizational policies and leadership practices should explicitly aim to build and maintain organizational commitment through supportive leadership, effective communication, and a positive work environment. Since commitment plays a central mediating role, initiatives that foster trust, involvement, and identification with organizational goals are likely to contribute to more sustainable improvements in employee work discipline.

### **For Future Research**

Subsequent research agendas can broaden this framework by integrating further determinants such as leadership patterns, job satisfaction, organizational culture, or motivational dynamics to deepen the analytical coverage of factors shaping work

discipline. Model transferability may also be strengthened by applying the same configuration across alternative organizational environments or sectors, alongside expanded sample sizes or different analytical techniques, to reinforce the scope, robustness, and generalizability of the resulting evidence.

## REFERENCES

- Amina, R., & W. (2016). *Pengaruh tunjangan terhadap kinerja karyawan di BPRS Sakti Artha Sampang*.
- Armstrong, M. (2014). *The SAGE handbook of human resource management*.
- Armstrong, M. (2020). *Armstrong's Essential Human Resource Management Practice: A Guide to People Management*.
- Dekawati, I., et al. (2025). *The role of career development, technostress, and organisational commitment in shaping the work performance of elementary school teachers*.
- Demirer, C., et al. (2020). Organisational commitment and intention to leave. *Business & Management Studies: An International Journal*, 8(5), 4175–4210.
- Dewi, G., et al. (2024). The role of organizational commitment in mediation effect of compensation and competency on employee performance. *Journal of Economics, Finance and Management Studies*, 7(3), 1517–1524.
- Haloho, Y. T., et al. (2023). Komitmen organisasi, iklim organisasi, dan disiplin kerja terhadap kinerja karyawan. *Journal of Management and Business (JOMB)*, 5(2), 1888–1896.
- Hasibuan, M. (2016). *Manajemen Sumber Daya Manusia*.
- Hendri, M. I. (2019). The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of employee performance. *International Journal of Productivity and Performance Management*, 68(7), 1208–1234.
- Klein, H. J. (2018). *Commitment in Organizations*.
- Mangkunegara, A. (2017). *Meningkatkan Kinerja Sumber Daya Manusia: Konsep dan Studi Kasus*.
- Mudhofar, M. (2021). The effect of performance allowances on motivation, employees' work achievement, and organizational performance in government offices. *Jurnal Administrasi Publik*, 11(1), 101–110.
- Mulawangsa, A. (2019). Disiplin kerja dan produktivitas kerja. *Jurnal Administrasi Negara*, 3(2), 1–18.
- Noe, R. (2020). *Employee Training and Development*.
- Novantana, Y. D., & Lestari, S. (2022). Pengaruh pemberian tunjangan kinerja terhadap disiplin pegawai. *Jurnal Studi Manajemen Dan Bisnis*, 9(1), 65–72.

- Pranitasari, D., & Khotimah, K. (2021). Analisis disiplin kerja karyawan. *Lentera Bisnis*, 18(1), 22–38.
- Rahmawati, A. A., & Trisninawati, T. (2024). Pengaruh komitmen organisasi dan disiplin kerja terhadap kinerja karyawan melalui kepuasan kerja. *Jurnal Keuangan Dan Bisnis*, 22(1), 124–143.
- Rehman, S. (2017). Key knowledge generation impact of career development on organizational commitment. *International Journal of Business and Administrative Studies*, 3(3), 111.
- Sinambela, P. (2016). *Manajemen Sumber Daya Manusia: Membangun Tim Kerja yang Solid*.
- Siti, M. (2019). *Manajemen Kompensasi*.
- Soetrisno, E. (2020). *Manajemen Sumber Daya Manusia. Kencana*.
- Soleha, L. K., & Hadiat, E. (2014). Pengaruh kompensasi, pengembangan karier, dan disiplin kerja terhadap kinerja pegawai. *Jurnal Ekonomi, Bisnis & Entrepreneurship*, 8(2), 99–110.
- Srimulatsih, M. (2021). The impact of career development on employee's commitment at oil palm plantation company in Indonesia. *ADPEBI International Journal of Business and Social Science*, 1(1), 45–52.
- Stredwick, J. (2005). *An Introduction to Human Resource Management*.
- Yusuf, R. M., & Syarif, D. (2018). *Komitmen Organisasi. Makassar: Nas Media Pustaka*.