



The Influence of Career Development, Allowances, and Green Behavior on Work Discipline with Organizational Commitment as a Mediating

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ABSTRACT

Purpose – This study aims to examine the effects of career development, allowances, and green behavior on work discipline, with organizational commitment serving as a mediating variable, within the Directorate General of Village and Rural Development, Ministry of Villages and Development of Disadvantaged Regions. **Methodology/approach** – The research employed a proportionate stratified random sampling technique, selecting a sample of 185 employees. Data were collected through questionnaires and analyzed using Structural Equation Modeling with Partial Least Squares (SEM-PLS).

Findings – It The results reveal that career development, allowances, and green behavior have a positive and significant impact on work discipline. Additionally, organizational commitment significantly mediates the relationships between these independent variables and work discipline.

Novelty/value – This study contributes to filling the knowledge gap regarding the role of green behavior in government institutions responsible for sustainable village development. The findings offer practical implications for policymakers to prioritize transparent career development systems, adequate allowances, and the institutionalization of green behavior to strengthen organizational commitment and enhance employee work discipline.

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INTRODUCTION

Sustainable village development is one of Indonesia's strategic national development priorities. To bridge the rural-urban gap while improving community welfare, the success of the program heavily depends on the quality of human resource management within the implementing agencies. In the context of the Directorate General of Village and Rural Development at the Ministry of Villages and Disadvantaged Regions Development, transparent career development practices, a fair allowance system, a work culture that supports Green Behavior, as well as organizational commitment and employee work discipline are essential prerequisites for policy effectiveness.

Tabel 1. Employee Data of the Directorate General of Village and Rural Development

No.	Work Unit	Employees
1	Secretariat of the Directorate General of Village and Rural Development	56
2	Directorate of Technical Planning for Village and Rural Development	37
3	Directorate of Village and Rural Infrastructure Development	50
4	Directorate of Social, Cultural, and Environmental Development for Villages and Rural Areas	44
5	Directorate of Advocacy and Cooperation for Rural Development	41
6	Directorate of Facilitation of Rural Fund Utilization	44

Source: Personnel Bureau, 2024

The staffing data shows that the Directorate General of Village and Rural Development (Dirjen PDP) accommodates 272 employees distributed across six work units. An internal pre-survey conducted in February 2025 involving 12 employees indicated a gap between the ideal conditions and reality: 25% of respondents were dissatisfied with promotion opportunities, 33.3% considered the allowances inadequate, and 16.7% admitted to not always complying with regulations. Additionally, interview results showed that awareness of Green Behavior remains low. These indications have the potential to hinder program implementation and the achievement of sustainable village development goals.

Several previous studies have shown that organizational factors influence employee discipline and performance. Structured career development has been proven to increase motivation and discipline (Noor et al., 2020), while performance bonuses generally correlate positively with commitment and loyalty, although the results are not always consistent in every context (Tannady et al., 2022); (Hanifah, 2017); (Malanuwa et al., 2023). Organizational commitment is also closely related to discipline and work output in the public sector. (Purnama et al., 2023); (Ismayati et al., 2022) ; (Dias Amaral et al., 2023). On the other hand, studies on green behavior in Indonesia's public sector are still very limited. Most existing research focuses on the manufacturing and energy sectors, with an emphasis on green human resource management practices as a driver of pro-environmental behavior among employees. (Zhu et al., 2021); (Satria et al., 2022). In fact, theoretically, Green Behavior is relevant to discipline through social norms and behavioral control as described in the Theory of Planned Behavior, although empirical evidence in government agencies is still rare. Two important knowledge gaps emerge from this description. First, there is still very little research that simultaneously examines the influence of career development, benefits, and Green Behavior on work discipline with organizational commitment as a mediating variable, particularly in the context of Indonesian government agencies. Second, the relationship between Green Behavior and normative work behaviors such as discipline in public organizations.

Employee work discipline is a crucial determinant of organizational performance and effectiveness, yet the factors that shape it continue to evolve in response to changing workplace dynamics and sustainability demands. Prior studies have predominantly examined work discipline from the perspectives of leadership style, organizational culture, or motivation (Robbins & Judge, 2019; Sutanto & Tania, 2018). However, limited attention has been given to how career development, allowances, and green behavior jointly influence employees' disciplinary attitudes and behaviors. Most prior research has tended to explore these variables in isolation, overlooking their potential combined and mediated effects through organizational commitment. Previous empirical evidence indicates that career development opportunities significantly enhance employee motivation and performance (Noe, 2020; Weng & McElroy, 2012), but their indirect influence on work discipline through organizational commitment remains unclear. While well-designed career development programs can strengthen employees' attachment and loyalty to the organization (Meyer & Allen, 1997), few studies have linked such commitment to disciplined work behavior. Similarly, studies on allowances and compensation have primarily emphasized their relationship with job satisfaction and retention (Güngör, 2011; Wahyudi & Park, 2020), yet have not examined how these financial incentives may reinforce consistent and disciplined behavior in line with organizational norms.

In addition, the integration of environmental and sustainable behavior into employee behavioral models remains limited. Although green behavior has been explored in the context of environmental performance and organizational sustainability (Robertson & Barling, 2013; Ones & Dilchert, 2012), its role as a behavioral antecedent that potentially fosters discipline and compliance has not been widely investigated. Employees who engage in pro-environmental behavior are often characterized by higher self-regulation, responsibility, and adherence to organizational values (Paillé & Mejía-Morelos, 2019), all of which may translate into improved work discipline. However, empirical studies that test this linkage remain scarce, particularly in the context of developing countries where green organizational initiatives are still emerging. Furthermore, while organizational commitment has long been recognized as a key mediator linking individual and organizational factors (Meyer & Allen, 1997; Mowday, Porter,



& Steers, 1982), there is limited research that explicitly positions it as a mediating variable between career development, allowances, green behavior, and work discipline. Most studies have focused on commitment as an outcome rather than a mechanism that explains how organizational practices translate into disciplined employee behavior (Huang & Su, 2016). Moreover, the majority of these studies have been conducted in developed economies or within large corporate settings, leaving a contextual gap regarding emerging markets and public sector institutions, where socio-cultural values and economic pressures may significantly alter the interplay among these constructs (Khoreva & Wechtler, 2018).

This study therefore aims to address these gaps by developing and empirically testing an integrative framework that examines the influence of career development, allowances, and green behavior on work discipline, mediated by organizational commitment. The novelty of this research lies in its multidimensional approach. First, it introduces a comprehensive model that simultaneously considers economic (allowances), developmental (career growth), and behavioral (green practices) factors as antecedents of work discipline. Second, it reconceptualizes organizational commitment as a psychological bridge that connects organizational practices and sustainable behaviors to employees' discipline and compliance. Third, this study extends the scope of green behavior research by linking it to human resource outcomes, specifically work discipline, thus merging the sustainability and HRM literature. Finally, by conducting this research in the context of an emerging economy, the study contributes context-specific insights that have practical implications for organizations seeking to enhance employee discipline through sustainable, supportive, and motivational practices.

LITERATURE REVIEW

Career Development

Work discipline represents the alignment of employee behavior with organizational norms, regulations, and expectations. In this study, the conceptualization of work discipline adopts the theoretical framework from (Tannady et al., 2022), which defines work discipline as an individual's willingness to comply with all applicable organizational rules and social norms. In his study on "Improving Employee Work Discipline with Motivation as a Mediating Variable," he found that good work discipline is positively correlated with sustainable organizational performance.

Allowances

For civil servants in Indonesia, performance allowances are regulated in (Presidential Regulation of the Republic of Indonesia, 2010) Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010–2025, which emphasizes remuneration as part of a strategy to improve civil servant performance. From a sustainability perspective, allowances not only serve as economic incentives but also contribute to social sustainability through the equitable distribution of welfare and the reduction of economic inequality.

Green Behavior

Green Behavior or pro-environmental behavior is defined as actions consciously taken to minimize the negative impact of human activities on the environment (Zhu et al., 2021). In this study, the conceptualization of Green Behavior adopts a theoretical framework that divides pro-environmental behavior in the workplace into several main categories.

Organizational Commitment

Organizational commitment, as one of the important components in the social dimension. According to (Badrianto & Astuti, 2023) in their study "The Role of Job Satisfaction as a Mediator in the Influence of Organizational Commitment on Employee Performance" defines organizational commitment as an

individual's psychological attachment to an organization characterized by identification with the organization's goals and values, a desire to contribute to the achievement of organizational goals, and a desire to maintain membership in the organization.

Work Discipline

Work discipline represents the conformity of employee behavior with organizational norms, regulations, and expectations. In this study, the conceptualization of work discipline adopts the theoretical framework from (Tannady et al., 2022), which defines work discipline as an individual's willingness to comply with all applicable organizational rules and social norms.

METHOD

Type, Population, and Research Sample

This study is a quantitative study with a causal design. A causal design was chosen because it aims to test the effect of independent variables on dependent variables, as well as the role of mediating variables in that relationship (Sugiyono, 2021). The independent variables in this study are career development, benefits, and green behavior; the mediating variable is organizational commitment; while the dependent variable is work discipline. The research population consists of all civil servants (ASN) at the Directorate General of Village and Rural Development, Ministry of Villages and Disadvantaged Regions, totaling 272 people. The sampling technique used proportionate stratified random sampling to ensure representativeness based on job level and work unit. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in a minimum of 162 respondents. In practice, the number of questionnaires returned and processed was 185 respondents, which was more than the minimum required (Santoso, 2023).

Time and place of research

This research was conducted at the Directorate General of Village and Rural Development under the Ministry of Villages, Disadvantaged Regions, and Transmigration, located at Jalan TMP Kalibata No. 17, South Jakarta, DKI Jakarta. This research was conducted from February 2025 to May 2025.

Definition and Operational Variables

Research variables consist of independent variables, dependent variables, and mediating variables. Conceptual definitions are used to explain the theoretical meaning of each variable, while operational definitions describe how variables are measured using standardized indicators.

The independent variables in this study consist of three components, namely career development, benefits, and green behavior. According to (Sugiyono, 2021), independent variables are variables that influence or cause changes in other variables. First, career development (X1) is conceptually defined as a process involving individual efforts to improve skills, knowledge, and experience to achieve career goals (Ayu et al., 2023). Operationally, career development is measured by the extent to which the organization facilitates employee competency improvement through career planning, training, promotion opportunities, mentoring, and job rotation, which are manifested in the indicators of career planning, training, promotion opportunities, mentoring, and job rotation. Second, allowances (X2) are conceptually understood as additions or facilities provided in addition to basic salaries as a form of reward or compensation for employee contributions (Saputra et al., 2023). Operationally, allowances are measured through the provision of health allowances, performance allowances, holiday allowances, and meal allowances, which are the main indicators of measurement. Third, Green Behavior (X3) is conceptually defined as individual behavior that supports environmental sustainability through environmentally friendly actions (Ratih et al., 2022). Operationally, this variable is measured through the actual behavior of employees in the use of renewable energy, plastic reduction, energy efficiency, and waste management as indicators of measurement.

In addition, this study also involves a mediating variable, namely organizational commitment (Z). Mediating variables explain the indirect relationship between independent variables and dependent

variables (Sugiyono, 2021). Conceptually, organizational commitment is understood as the attitude of loyalty and dedication of employees to continue contributing to the organization (Badrianto & Astuti, 2023). Operationally, organizational commitment is manifested in the form of emotional attachment, willingness to stay, and moral obligation, which are reflected through affective commitment, continuance commitment, and normative commitment as indicators.

Meanwhile, the dependent variable in this study is work discipline (Y). According to (Sugiyono, 2021), the dependent variable is a variable that is influenced by the independent variable. Conceptually, work discipline is defined as the mental attitude and behavior of employees in obeying the rules, norms, procedures, and regulations of the organization (Pusparani, 2021). Operationally, work discipline is measured through employee compliance with work rules as demonstrated by attendance, adherence to regulations, compliance with work standards, and the application of applicable disciplinary sanctions as measurement indicators.

RESULT AND DISCUSSION

This study involved 185 respondents, the majority of whom were male (63.24%) and female (36.76%). Based on age, the largest group was in the 30–40 age range (46.49%), followed by those aged 25–30 (27.57%), those over 40 (22.70%), and the remaining 3.24% were under 25 years old. In terms of education, most were Bachelor's degree graduates at 58.38%, Master's degree graduates at 28.02%, high school graduates at 12.97%, and diploma graduates at 1.62%. Meanwhile, based on length of employment, the majority of respondents had been working for more than 4 years (42.70%), followed by those who had been working for 3–4 years (25.41%), 1–2 years (22.16%), and less than 1 year (9.73%).

MEASUREMENT MODEL (OUTER MODEL)

The measurement model (outer model) explains how the indicators reflect the latent constructs being studied. At this stage, convergent validity testing is conducted to ensure that each indicator truly represents its construct, discriminant validity testing to prove that different constructs can be distinguished from one another, and reliability testing to check the internal consistency of each construct.

Convergent Validity Convergent validity testing was conducted by evaluating the loading factor value of each indicator based on the guidelines (Eva Herianti, 2020). Indicators with a loading factor above 0.70 were considered to have good convergent validity, while values between 0.50 and 0.60 were still acceptable. while indicators that produce loading factors below 0.50 are systematically excluded from the model to ensure the accuracy and precision of construct measurement.

Tabel 2. Loading Factor

VARIABEL	INDICATOR	COD E	LOADING FACTOR	Average Variance Extracted	Cronbach's Alpha	Composite Reliability
Career Development	Education and Training	PK1	0,908	0,974	0,988	0,989
		PK2	0,927			
		PK3	0,950			
	Career Planning	PK4	0,949			
		PK5	0,920			
		PK6	0,940			
	Promotion Opportunities	PK7	0,925			
		PK8	0,932			
		PK9	0,956			

	Mentoring	PK10	0,957			
	and	PK11	0,966			
	Guidance	PK12	0,932			
	Job Rotation	PK13	0,895			
		PK14	0,889			
	Health	T1	0,901			
	Allowance	T2	0,948			
		T3	0,940			
		T4	0,931			
	Performance	T5	0,970			
	Allowance	T6	0,940	0,991	0,992	
		T7	0,955			
	Holiday	T8	0,969			
	Allowance	T9	0,967			
		T10	0,969			
	Meal	T11	0,973			
	Allowance	T12	0,967			
	Use of	GB1	0,960	0,969	0,994	0,995
	Renewable	GB2	0,956			
	Energy	GB3	0,987			
		GB4	0,985			
	Plastic Waste	GB5	0,985			
	Reduction	GB6	0,958			
		GB7	0,986			
	Energy	GB8	0,964			
	Efficiency	GB9	0,968			
		GB10	0,979			
	Proper Waste	GB11	0,959			
	Management	GB12	0,949			
		KO1	0,985			
	Affective	KO2	0,976			
	Commitment	KO3	0,988			
		KO4	0,975			
	Continuance	KO5	0,991	0,869	0,996	0,996
	Commitment	KO6	0,984			
		KO7	0,984			
	Normative	KO8	0,985			
	Commitment	KO9	0,991			
		DK1	0,979			
	Attendance	DK2	0,995			
		DK3	0,984			
	Compliance	DK4	0,984			
	with Work	DK5	0,974			
	Rules	DK6	0,994	0,912	0,997	0,998
	Compliance	DK7	0,985			
	with Work	DK8	0,985			
	Standards	DK9	0,986			
	Disciplinary	DK10	0,993			
	Sanctions	DK11	0,995			

Source: Results Using SmartPLS3 (2025)

As shown in Table 2, the results of the convergent validity test reveal that all indicators for the variables Career Development, Allowance, Green Behavior, Organizational Commitment, and Work Discipline exhibit loading factor values exceeding the threshold of 0.7. This finding confirms that each indicator is strongly correlated with its respective construct, thereby demonstrating adequate convergent validity. Consequently, all indicators were deemed valid and suitable for subsequent analyses. Table 2 presents the results of the convergent validity and reliability analysis. The findings reveal that all constructs—Work Discipline, Green Behavior, Organizational Commitment, Career Development, and Allowance—demonstrate strong validity and reliability. The AVE values, all exceeding 0.50, indicate adequate convergent validity, as each construct explains a substantial proportion of the variance in its indicators. Additionally, Cronbach’s Alpha and Composite Reliability values are all above 0.70, confirming that the measurement items possess high internal consistency. Hence, all constructs were deemed reliable and valid for inclusion in the subsequent structural model evaluation.

Tabel 3. R-Square Test Results

Work Discipline	0,630
Organizational Commitment	0,375

Source: Results Using SmartPLS3 (2025)

Table 3 shows that the R-Square value for the Work Discipline variable is 0.630, which means that 63% of the variation in work discipline can be explained by the independent variables in the model. Meanwhile, the R-Square value for Organizational Commitment is 0.375, indicating that 37.5% of the variation in organizational commitment is influenced by the constructs used in the study. Thus, both endogenous variables can be categorized as having fairly good explanatory power.

Tabel 4. Predictive Relevance (Q²) Test Results

	SSO	SSE	Q ² (=1-SSE/SSO)
Work Discipline	2035,000	801,737	0,606
GREEN BEHAVIOR	2220,000	2220,000	0,000
Organizational Commitment	1665,000	1067,886	0,359
Career Development	2590,000	2590,000	0,000
Allowance	2220,000	2220,000	0,000

Source: Results Using SmartPLS3 (2025)

Table 4 shows the results of the Q-Square Predictive Relevance test. The Work Discipline variable has a Q² value of 0.606 and Organizational Commitment of 0.359, indicating that both have predictive relevance in the research model. Meanwhile, the variables Green Behavior, Career Development, and Allowance have a Q² value of 0.000, which means they do not contribute to the predictive power of the model. Overall, these results confirm that the research model is able to explain the main endogenous variables with an adequate level of predictive relevance.

Table 5. Direct Effect Hypothesis Testing Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
Green Behavior -> Work Discipline	0,197	0,202	0,110	1,788	0,037	Positive and Significant
Green Behavior -> Organizational Commitment	0,260	0,271	0,106	2,452	0,007	Positive and Significant
Organizational Commitment -> Work Discipline	0,467	0,468	0,110	4,255	0,000	Positive and Significant
Career Development -> Work Discipline	0,197	0,192	0,103	1,917	0,028	Positive and Significant
Career Development -> Organizational Commitment	0,300	0,296	0,102	2,928	0,002	Positive and Significant
Benefits -> Work Discipline	0,191	0,191	0,100	1,924	0,027	Positive and Significant
Benefits -> Organizational Commitment	0,300	0,297	0,107	2,808	0,003	Positive and Significant

Table 6. indirect Effect Hypothesis Testing Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
Green Behavior -> Organizational Commitment -> Work Discipline	0,121	0,126	0,057	2,127	0,017	Positive and Significant
Career Development -> Organizational Commitment -> Work Discipline	0,140	0,139	0,060	2,343	0,010	Positive and Significant
Benefits -> Organizational Commitment -> Work Discipline	0,140	0,139	0,061	2,306	0,011	Positive and Significant

Referring to Table 5, the effect of career development on work discipline shows a T-Statistic of 1.917 and a P-Value of 0.028, which indicates that the first hypothesis (H1) is accepted. Furthermore, the effect of allowances on work discipline produced a T-Statistic of 1.924 and a P-Value of 0.027, thus accepting the second hypothesis (H2). Meanwhile, the effect of Green Behavior on work discipline showed a T-Statistic of 1.788 and a P-Value of 0.037, which supports the acceptance of the third hypothesis (H3). The effect of career development on organizational commitment produced a T-Statistic of 2.928 and a P-Value of 0.002, thus accepting the fourth hypothesis (H4). The effect of benefits on organizational commitment showed a T-Statistic of 2.808 and a P-Value of 0.003, supporting the acceptance of the fifth hypothesis (H5). Furthermore, the effect of green behavior on organizational commitment produced a T-Statistic of 2.452 and a P-Value of 0.007, thus accepting the sixth hypothesis (H6). Finally, the effect of organizational commitment on work discipline produced a T-Statistic of 4.255 and a P-Value of 0.000, confirming the acceptance of the seventh hypothesis (H7).



Furthermore, the mediation test results show that organizational commitment mediates the effect of Green Behavior on work discipline (T-Statistic = 2.127; P-Value = 0.017), the effect of career development on work discipline (T-Statistic = 2.343; P-Value = 0.010), and the effect of benefits on work discipline (T-Statistic = 2.306; P-Value = 0.011). Thus, the eighth hypothesis (H8) is also accepted.

Career development has a significant effect on employee work discipline. This finding is in line with research conducted by (Amelinda Pratana, 2018), which states that career development plays an important role in improving employee performance through organizational commitment. This indicates that a good career development program can increase employee awareness and responsibility for their duties, thereby improving work discipline.

Research conducted by (Sari & Khasanah, 2021) also supports this finding, revealing that career development has a positive effect on organizational commitment and, in turn, can improve employee work discipline. Therefore, companies or organizations should pay attention to career development aspects to encourage better discipline among employees.

The allowances given to employees are also proven to have an effect on work discipline. This is in line with the results of a study by Hanifah (2017), which found that performance allowances are closely related to employee motivation, discipline, and performance. Adequate allowances can motivate employees to improve their discipline at work. Conversely, allowances that do not meet employee expectations can reduce motivation, resulting in low levels of discipline. Research conducted by (Yulianto et al., 2022) suggests paying more attention to the quality of the allowance system implemented, because performance allowances that do not meet employee expectations can actually have a negative impact on work discipline. Therefore, it is important to adjust the allowance system to the needs and expectations of employees in order to have a positive impact on their work discipline.

Green Behavior, which refers to environmentally friendly behavior that employees are expected to demonstrate in the workplace, also plays an important role in improving work discipline. This is in line with research by (Tannady et al., 2022), which shows that work motivation driven by environmentally friendly policies is associated with an increase in employee work discipline. The implementation of an appropriate Green Behavior program not only has a positive impact on the environment, but can also increase employees' sense of responsibility towards their work, thereby improving their discipline.

Organizational commitment plays an important role as a mediating variable in the relationship between career development, benefits, Green Behavior, and work discipline. These findings are consistent with the results of research by (Ilmiah et al., 2021), which shows that organizational commitment has a significant effect on employee work discipline, especially when accompanied by work motivation and a supportive organizational culture. Strong commitment to the organization makes employees feel more responsible for carrying out their duties with discipline.

CONCLUSION

The results of this study confirm that career development, benefits, and Green Behavior are strategic factors that can improve employee work discipline. Targeted career development not only provides clarity on the path to competency improvement, but also fosters a sense of responsibility that motivates employees to work more diligently. Similarly, providing fair and appropriate benefits acts as a motivational stimulus that strengthens compliance with organizational rules. Meanwhile, Green Behavior reflects employees' awareness of sustainability values, which ultimately has an impact on increasing discipline in carrying out daily tasks. In addition, this study proves that organizational commitment is a crucial mediating element. When employees have strong emotional ties and loyalty to the organization, career development, benefits, and Green Behavior can have a stronger influence on improving work discipline. Thus, management needs to place organizational commitment as the foundation that strengthens the effectiveness of human resource policies and programs.

LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

This study has several limitations that need to be considered. First, the research data was only obtained from respondents within the scope of the Directorate General of Village and Rural Development of the Ministry of Villages and Disadvantaged Regions, so the results cannot be generalized to all government agencies and the private sector. Second, the research instrument in the form of a questionnaire was self-reported, allowing for subjective bias from respondents in providing answers. Third, this study only used a quantitative approach, so it did not explore in depth the qualitative factors that may influence career development, benefits, green behavior, organizational commitment, and work discipline. Fourth, this study was limited to a specific time period, so it was not able to capture the dynamics of changes in employee behavior in the long term.

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