

The Effect of Career Planning and Work Discipline on Freelancer Performance with Psychological Contracts as Intervening Variabel

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Abstract: The size of the online job market opens up new opportunities for the millennial generation who are familiar with technology. An individual in the era of globalization does not entirely work by coming to the office and then returning home, but work through virtual media or social media often occurs. These remote or remote workers are called freelancers. The objectives of this research are: To see the effect of career planning and work discipline on performance with psychological contracts as an intervening variable. The population in this study are freelance workers in Indonesia. Questionnaires were distributed through social media groups that were followed by freelancers in Indonesia and after the selection of the answers, we got 44 full-time freelancers who became respondents whose questionnaires were processed using data processing techniques with the SmartPLS application.

The results in this study are career planning has a positive and insignificant effect on psychological contracts, in addition career planning has a positive and insignificant effect on freelancer performance. While work discipline does not have a significant positive effect on psychological contracts, while work discipline has a significant positive effect on freelancer performance.

Index terms: career planning, work discipline, psychological contract, work performance

INTRODUCTION

In a world that is now completely digital and filled with technological needs and connected through the online world, it has succeeded in creating a new market, namely the online market, filled with online workers as well. The online labor market has become a significant global player connecting companies with independent IT service providers. The Bureau of Labor Statistics estimates that more than 30 million people are now professionally self-employed in the United States alone. (Hong & Pavlou, 2013)

The size of the online job market opens up new opportunities for the millennial generation who are familiar with technology. The labor market, which is familiarly called freelance, engages in various fields in the online market with various specifications. Freelance works without escaping the responsibilities imposed in accordance with the contract with the employer. The choice of field of work of course requires career planning and work discipline so that they are able to maintain a profitable field.

As in work, an individual in the era of globalization does not entirely work by coming to the office and then returning home, but work through virtual media or social media often occurs. These remote or remote workers are called freelancers. (Pramenik, 2020) Freelancing will be a career path that can be very attractive in the future because there are several indicators of the cause according to Gaiman in Mustofa (2018), namely rapid technological developments and making it easier for someone to move and provide many choices in determining type of work.

The size of the online job market opens up new opportunities for the millennial generation who are familiar with technology. The labor market, which is familiarly called freelance, engages in various fields in the online market with various specifications. Freelance works without escaping the responsibilities imposed in accordance with the contract with the employer. The choice of field of work of course requires career planning and work discipline so that they are able to maintain a profitable field. In achieving the goal, an employee must have a mature career planning. Planning a career well will determine us in achieving career goals that are in line with expectations and contribute to career success. (Rimper, 2014) Freelance workers generally do not have a specific relationship with a company, both time, place and social responsibility. Freelancer workers and related companies are generally only bound in a Cooperation contract which contains the causals that need to be carried out between the two parties. The objectives of this research are: To see the effect of career planning and work discipline on performance with psychological contracts as an intervening variable.

THEORETICAL BASIS

1. Planning

"Planning is deciding the best alternatives, among others, to carry out different managerial operations in order to achieve predetermined goals." (Vinot n Pattel, 2007).

Planning is important for everyone because it will be predictions for the future. Surely planning for one's future will pave the way for success. Furthermore, Vinot and Pattel (2007) explain about the purpose of planning, namely Anticipating and Forecasting changes that may occur in the Unpredictable Future: One of the important aspects of planning is to prepare for emergencies that are not known in the future. The future is always uncertain and there is always speculation about it. Planners always make provision for these uncertainties. Assist in Achieving the Predefined Goals: Planning activities will always lead to the achievement of the planned targets. The company will move to achieve with. believe in yourself and achieve your goals.

2. Career Planning

Career planning is universally assumed to have a very meaningful meaning in achieving goals, because the results of the planning process act as a guide for assessment activities. Career determination is the first step for a person's career path, so that currently there is a need for career development, each employee has a match in his abilities and skills (Martoyo, 2007: 81). Edgar Schein (in Sirait 2006: 166) Career planning is a continuous process of discovery, in which a person gradually develops a clearer concept of work in relation to his talents, skills, motives, needs, behaviors, and values. Career planning is a self-evaluation to determine the strengths, weaknesses or goals to be achieved.

Indicators of career planning (Dessler, 2008: 160) are

- a. The deliberate process by which a person becomes aware of his personal skills (personal skills)
- b. Interests
- c. Knowledge
- d. Motivation(motivation)
- e. Other characteristics(other characteristics)
- f. Obtaining information about opportunities and options (acquires information about opportunities and choices):

3. Work Discipline

Fathoni (2006: 172) explains that discipline is a person's awareness and willingness to obey all standard company procedures and social norms that apply. Hasibuan (2014: 193-194) discipline is the most important HRM operative function because the better the employee discipline, the higher the work performance that can be achieved. Basically, there are many indicators that affect the level of discipline of employees in an organization. Bejo Siswanto (2010:291) argues that there are 5 (five) indicators of work discipline, namely:

1. Attendance Frequency
The frequency of attendance is one of the benchmarks to determine the level of employee discipline. The higher the frequency of attendance or the lower the absenteeism rate, the employee has high work discipline.
2. Alert Level
Employees who in carrying out their work are always full of calculation and accuracy have a high level of vigilance towards themselves and their work.
3. Adherence to Work Standards
Employees in carrying out their work are required to comply with all work standards that have been set in accordance with work rules and guidelines so that work accidents do not occur or can be avoided.
4. Compliance with Work Regulations
Obedience to these work regulations is intended for the convenience and smoothness of work.
5. Work Ethics
Work ethic is needed by every employee in carrying out work in order to create a harmonious atmosphere & mutual respect between fellow employees

4. Psychological Contract

Psychological contracts (psychological contracts) are expectations that employers and employees have a sense of belonging. (widyanti, 2018:16). Rousseau (1995: 9) defines a psychological contract as a trust that is believed by employees related to the labor relationship agreement between the employee and the company. According to Schein in Retno (2019), psychological contracts mean that there is an exchange relationship between the organization and employees and the need to consider the expectations and obligations of both parties. The psychological contract is not only hopeful in nature, but also contains commitment and reciprocity to obligations. Dimensions of Psychological Contracts According to Rosseau in Novita (2013, psychological contracts consist of 3 dimensions, namely transactional contracts, relational contracts, and balanced contracts.

1. Transactional Contract

Basically, transactional contracts are short term and focus on aspects of economic exchange, narrow types of work and minimal involvement of employees in the organization. There are two main dimensions studied in transactional contracts, namely narrow and short term.

2. Relational Contracts

Relational contracts have a long term but open-ended expiration. This type of contract also involves socio-emotional factors, such as trust, security, and loyalty. Each party hopes that this relationship is reciprocal. Relational contracts involve two dimensions, namely the dimensions of stability and loyalty.

3. Balanced Contract

Balanced Contract is a combination of the nature of transactional and relational contracts. This contract is dynamic and open-ended that focuses on the company's economic success and employee opportunities for career development. Both the employee and the company contribute to each other's learning and development. This dimension consists of external employability, internal advancement, and dynamic performance.

5. Employee performance

Performance is a real behavior that is displayed by everyone as work performance produced by employees in accordance with their agency. Performance is the work achieved by a person in carrying out the tasks assigned to him based on time, experience, and sincerity (Hasibuan 2006: 94). Mangkunegara (2004:67) defines performance as the result of work in quality and quantity

achieved by an employee in its implementation in accordance with the responsibilities given. Performance indicators according to Anwar Prabu Mangkunegara (2011: 75), are as follows:

1. Work quality

Shows tidiness, accuracy, the relevance of work results without ignoring the volume of work. Good quality work can avoid the error rate in completing a job that can be beneficial for the progress of the company.

2. Working quantity

Shows the large number of types of work carried out at one time so that efficiency and effectiveness can be carried out in accordance with company goals.

3. Responsibility

Shows how much employees accept and carry out their work, take responsibility for work results and the facilities and infrastructure used and work behavior every day.

4. Willingness Cooperation

Employees to participate with other employees vertically and horizontally both inside and outside the work so that the work results will be better.

5. Initiative

Initiatives from within company members to do work and solve problems at work without waiting for orders from superiors or showing responsibility in work that is an employee's obligation.

CONCEPTUAL FRAMEWORK

Various changes to the psychological contract will change the direction and frequency of movement in the career (career pattern). (widyanti:2018,18). Individual and organizational career management behavior is related to the fulfillment of employees' psychological contracts (Sturges, 2015). Research conducted by (Deas, 2020) shows that the effect of negative perceptions of psychological contracts on dissatisfaction with training and development practices depends on the level of concern for career development. Many workers are not looking for a promotion and are happy with the job rather than the career. Very few production workers view training as a means of gaining promotion. Low expectations are often associated with poor organizational structures and lack of career opportunities for them (Martin, 1998).

H1: Career planning has a significant effect on the psychological contract

Career planning has a positive influence on employee performance (Messie, 2015) in contrast to research conducted by Rimper (2014) which shows that according to employees career planning is not the main consideration in achieving good performance. In a study conducted by Mark and Nzulwa (2018), it was observed that career planning programs contributed to 34.9% of employee performance. career development is positively and significantly related to employee performance. There are several aspects of career planning identified as key, namely, training programs, career guidance & mentoring and mobility programs (Muthumbi, 2021)

H2: Career planning has a significant influence on freelancer performance

Based on the psychological contract of the employee perspective we argue that the degree of behavior change also depends on the extent to which the workplace better conforms to employee expectations. When expectations are met, employees will perceive the workplace as efficient and comfortable, and they will increase loyalty to the organization and increase self-discipline behavior in the workplace (Stephen, 2013).

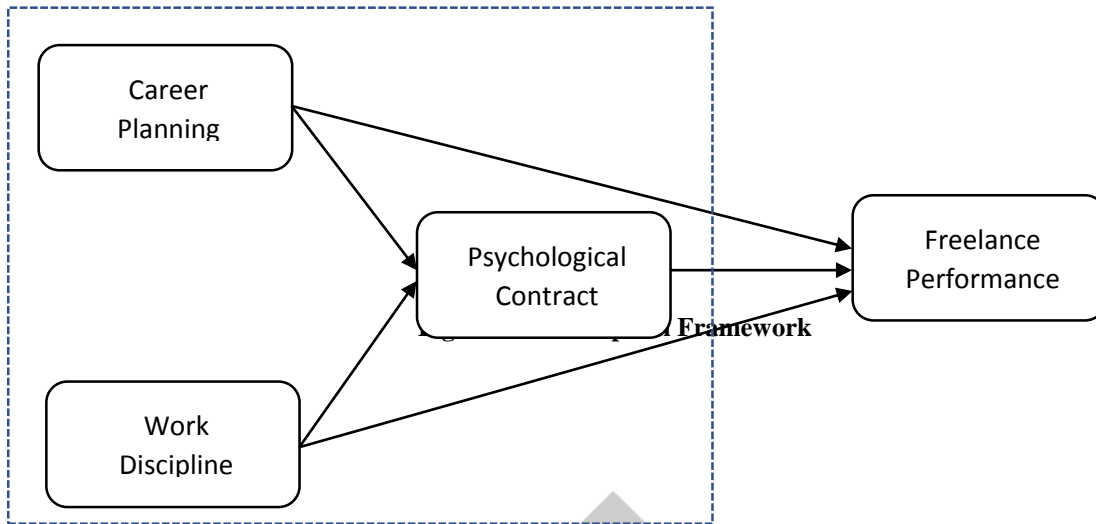
H3: Work Discipline has a significant effect on psychological contract

Sutrisno (2012) explains that the factors that affect performance are effectiveness and efficiency. Authority and responsibility where every employee in the organization knows his rights and responsibilities to achieve organizational goals, work discipline and related initiatives to think power, creativity in the form of ideas to plan something related to organizational goals. The results showed that there was a positive relationship between work discipline and employee performance. The implication is that it is necessary to improve employee work discipline through making work schedules, determining work targets, getting used to responsibilities, independent training and having a strong desire to change habits so far. (Maryani, 2021)

H4: Work discipline has a significant effect on employee performance

In a study conducted by Ermawati (2017), it was explained that the psychological contract had no effect on employee performance. In contrast to research conducted by Sofyanti (2021) and Ribhan (2020) which states that psychological contracts have a significant influence on employee performance. psychological contracts have no effect on employee performance. Improvements to the psychological contract in the organization or company can be by increasing incentives or benefits according to the employee's workload. Companies can strive to increase organizational commitment to each employee by stimulating and motivating employees, as well as fostering a sense of solidarity within the company so that it can spur employees to retain competent employees in the company. (Ribhan,2020)

H5: Psychological contract has a significant effect on employee performance



RESEARCH METHODS

The type of research in quantitative descriptive research, namely a type of research that interprets and describes existing data along with the current situation. This study also reveals attitudes, contradictions, relationships and views that occur in a scope of respondents. as for This research was conducted on freelancers who have writing employees on a writing platform (in this study Dreame and Wattpad). As for this study, there were 44 full-time freelancers who became respondents. The type of data used in this study is quantitative data (in the form of respondents' opinions obtained by distributing questionnaires) so that it can be processed using statistics, in this study the data source uses primary and secondary data, for data processing techniques using the SmartPLS application.

RESEARCH RESULT

Validity and Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Extracted Variance (AVE)
Work Discipline	0.909	0.919	0.933	0.737
Employee performance	0.902	0.918	0.932	0.736
Psychological Contract	0.726	0.741	0.848	0.653
Career Planning	0.937	0.948	0.951	0.767

The validity test was conducted to determine the ability of the research instrument to measure what it was supposed to measure. In the test of the validity of the career planning variable, work discipline, psychological contract and freelancer performance, the Ave value is above 0.5 and the Communality value has a value in the bag 05. So in this study the career planning variable, work discipline, psychological contract and freelancer performance t are declared valid. .

Reliability test is a test to measure the internal consistency of the measuring instrument. Reliability shows the accuracy, consistency, and accuracy of a measuring instrument in making measurements. The reliability test is carried out by looking at the composite reliability value of the indicator block that measures the construct. The results of composite reliability will show a satisfactory value if it is above 0.7. In the reliability test of career planning variables, work discipline, psychological contracts and freelancer performance, the composite reliability value is above 0.7 and the Cronbach alpha value has a value in the bag of 0.7. So that in this study the variables of career planning, work discipline, psychological contract and freelancer performance were declared reliable.

Direct Effects

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Discipline -> Freelancing Performance	0.453	0.469	0.220	2.056	0.040
Work Discipline -> Psychological Contract	0.294	0.276	0.302	0.975	0.330
Psychological Contract -> Freelance Performance	0.021	0.016	0.094	0.228	0.819
Career Planning -> Freelance Performance	0.487	0.472	0.256	1,902	0.058
Career Planning -> Psychological Contract	0.563	0.574	0.298	1,887	0.060

Hypothesis testing between constructs, namely exogenous constructs to endogenous constructs (dependent) and endogenous constructs to endogenous constructs (β) was carried out using the bootstrap resampling method developed by Geisser (Ghozali, 2011). The test statistic used is the T test, the application of the resampling method allows the validity of freely distributed data, does not require the assumption of a normal distribution, and does not require a large sample. The t-test shows the relationship between variables. The variable relationship is said to be significant if the t-statistic is greater than the t-table, namely 1.68023 with a significance below 0.05. Based on the results of the t-statistic test above, it can be concluded that:

1. Career planning has no significant positive effect on psychological contracts. The t-statistic value shows a value of 1.887 > 1.68023 and sig above 0.05
2. Career planning has no significant positive effect on freelancer performance. The t-statistic value shows a value of 1.902 > 1.68023 and sig above 0.05
3. Work discipline does not have a significant positive effect on psychological contracts. The t-statistic value shows a value of 0.973 > 1.68023 and sig above 0.05
4. Work discipline has a significant positive effect on freelancer performance. The t-statistic value shows a value of 2.056 > 1.68023 and sig above 0.05
5. Psychological contracts do not have a significant positive effect on freelancer performance. The t-statistic value shows a value of 0.228 > 1.68023 and sig above 0.05

Indirect Effect

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Discipline -> Psychological Contract -> Freelance Performance	0.006	-0.001	0.039	0.163	0.871
Career Planning -> Psychological Contract -> Freelance Performance	0.012	0.012	0.062	0.194	0.846

This test was conducted to see the magnitude of the value of the indirect effect between variables. This test is carried out using the bootstrapping method using smartPLS 3.0. Intervening variables are said to be able to mediate the effect of exogenous (independent) variables on endogenous (dependent) variables if the T statistic value is greater than the T table and the P value is smaller than the significant level used (5%)

The t-test shows the relationship between variables. The variable relationship is said to be significant if the t-statistic is greater than the t-table, namely 1.97646 with a significance below 0.05. Based on the results of the t-statistic test above, it can be concluded that:

1. Psychological contract did not significantly mediate career planning and freelancer performance. Then Ha1 is accepted and Ho1 is rejected, with the value of t-statistic 0.163 > 1.68023.
2. Psychological contracts do not significantly mediate work discipline variables and freelancer performance. Then Ha1 is accepted and Ho1 is rejected, with the value of t-statistic 0.846 > 1.68023.

DISCUSSION

Career planning has an insignificant positive effect on psychological contracts, the results of this study are in accordance with research conducted by Dias (2020) which states that career planning has a negative effect on psychological contracts. Freelancing is a job where the employee does not have a company hierarchy system. They work on an online system where they work based on predetermined deadlines. Career planning carried out by freelancers is mainly in the field of writing, unlike career planning carried out by employees at companies in general, where employee career planning generally requires high trust and expectations in the company. While freelancers are more directing their career planning towards work output, or project planning that occurs

continuously. There is no attachment Freelancer to a project or platform, If he is not successful in a project they can easily switch to another project, or even another platform in accordance with the applicable contract rules.

Career planning has an insignificant positive effect on freelancer performance, this research is in line with research conducted by Rimper (2014), which states that career planning is not the main consideration in achieving good performance. Freelancing generally has a high level of exploration of a field in which they are engaged, they are not focused on the career planning that he has made. According to results

Work discipline does not have a significant positive effect on psychological contracts. This study is not in line with research conducted by Stephen (2013) which states that work discipline has an influence on psychological contracts. Freelance employees have no attachment to the platform or project they are working on, in contrast to the workforce of companies that have binding regulations that cause them to be disciplined towards their company. In general, freelancers will be disciplined by the causality of the contract they do, but neither a sense of belonging nor a sense of hope exists for them.

Work discipline has a significant positive effect on freelancer performance. This research is in line with research conducted by Sutrisno (2012) and Maryani (2021) which state that work discipline has a significant effect on freelancer performance. Similar to workers in general, freelancers are required to be disciplined about the causes that they have signed in the contract. They only focus on the deadlines that have been set by the platform or the project they are working on. Which if he violates the contract will reduce his performance, this happens because Freelancing generally does not have a fixed time and place of work.

Psychological contracts do not have a significant positive effect on freelancer performance, which in this study shows that psychological contracts do not mediate the effect of career planning and work discipline on freelancer performance. This is in line with research conducted by Ermawati (2017), which states that psychological contracts have no effect on employee performance

CONCLUSION

The conclusion in this study is that career planning has an insignificant positive effect on psychological contracts. In addition, career planning has an insignificant positive effect on freelancer performance. While work discipline does not have a significant positive effect on psychological contracts while work discipline has a significant positive effect on freelancer performance

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