
The Influence of Career Development, Work Motivation, And Work Discipline On Employee Performance

Yustina Yasinta Bupu¹, Deni Wardani^{2*}

Management Study Program, Indonesia Banking School, Jakarta, Indonesia^{1,2}

Received: 15th June 2024. Revised: 17th June 2024, Accepted: 17th June 2024.

Available online: 26th June 2024, Published regularly: June 2024.

Abstract

This study examines the effect of career development, work motivation, and work discipline on employee performance. Study on a permanent employee at the retail account services (RAS) division at the Bank X, South Jakarta. The independent variables in this study are Career Development, Work Motivation, and Work Discipline. At the same time, the dependent variable in this study is Employee Performance. Hypothesis testing in this study uses the PLS or Partial Least Square method with SmartPLS 3.0 software. The data collection technique used a Google form application questionnaire to collect respondent information. The sample in this study were all members of the population, which amounted to 70 permanent employees at the Bank X, South Jakarta. The analysis results show that Career Development has a positive and significant effect on Employee Performance. Work Motivation has a positive and significant effect on Employee Performance. Work Discipline has a positive and significant effect on Employee Performance.

Keyword: Career Development, Work Motivation, Work Discipline, Employee Performance.

*) Corresponding Author

Email: deni@ibs.ac.id (Deni Wardani)

Abstrak

Penelitian ini bertujuan untuk menguji pengaruh Pengembangan Karir, Motivasi Kerja, dan Disiplin Kerja terhadap Kinerja Karyawan dengan Studi pada karyawan tetap divisi retail account services (RAS) pada Kantor Bank X Jakarta Selatan. Variabel independen pada penelitian ini adalah Pengembangan Karir, Motivasi Kerja, dan Disiplin Kerja. Sedangkan variabel dependen dalam penelitian ini adalah Kinerja Karyawan. Pengujian hipotesis dalam penelitian ini menggunakan metode (PLS) atau Partial Least Square dengan software SmartPLS 3.0. Teknik pengumpulan data menggunakan kuesioner aplikasi googleform untuk mengumpulkan informasi responden. Sampel pada penelitian ini seluruh anggota populasi yang berjumlah 70 karyawan tetap divisi retail account services (RAS) di Kantor Bank X Jakarta Selatan. Hasil analisis menunjukkan pengembangan karir berpengaruh positif dan signifikan terhadap kinerja karyawan. Motivasi kerja berpengaruh positif dan signifikan terhadap kinerja karyawan. Disiplin kerja berpengaruh positif dan signifikan terhadap kinerja karyawan.

Kata Kunci: Pengembangan Karir, Motivasi Kerja, Disiplin Kerja, Kinerja Karyawan

INTRODUCTION

Business development in the modern era is increasingly rapid with many foreign and domestic companies emerging in Indonesia. This country offers a large market share, mainly due to high public consumption. However, business growth is not only determined by market size, but also by internal factors, with human resources playing an important role. Creative human resources are very important in running a business successfully. In conclusion, human resources are the main factor in a company's development and success (Alif, 2015).

Global business competition is increasingly fierce, requiring superior human resources. Organizations seek profit and need talented leaders. HR is important, lack of executives hinders organizational goals. Pioneers need to engage employees for effectiveness. Employee performance influences the progress and success of the business. Business growth depends on operating results (Ardiyansah & Radiansyah, 2018).

Human resources are the main key to a company's success, influencing operational efficiency and effectiveness. Employee performance has a direct impact on company results, and increasing employee performance encourages increased performance measured based on work efficiency and effectiveness. Performance is the result of an employee's work which can be measured using certain measuring instruments (Sutedjo & Mangkunegara, 2013).

Career development is a formal approach implemented by organizations to ensure the availability of quality employees when needed. This includes training programs to improve discipline, responsibility and work efficiency (Dyahrini & Nugraha, 2022). Career development is an individual's effort to achieve a higher position by increasing their work capacity. Clear career planning can increase employee motivation and job satisfaction (Bahri & Nisa, 2017). Work motivation is a person's mental attitude that encourages them

to carry out their duties better, improve their abilities and skills at work (Fadhila & Pracoyo, 2022).

Work motivation is an aspect that can influence employee performance apart from work discipline. Work discipline basically makes workers aware of the implementation of assigned tasks, where training does not arise by itself but must be formed by formal and informal education, as well as the motivation that exists within each employee (Harlie, 2012). Employee performance is a meeting of skills, efforts and opportunities that can be measured by results (Manoppo, 2015).

Performance is the result of the quality and quantity of work carried out by an employee in accordance with the responsibilities assigned (Mochklas & Mahardhika, 2018).

Achieving quality and professional employee performance requires specific, consistent and continuous action. Specific efforts that can help improve the quality of employee professional performance are career development, motivation and work discipline. Kurniawan & Deni (2019). Based on the results of the interviews studied, it is known that the performance of Bank X employees at South Jakarta has increased compared to before.

THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

Career Development

Research (Napitupulu, 2019) explains that career development is the process of increasing an individual's work capacity to achieve the desired career. Meanwhile (Nugroho & Kunartinah, 2012)

stated that career development is a formal approach taken by organizations to ensure that employees with the right qualifications and experience are available when needed and that career development is the result of interactions between professions, individuals and the organization's professional management processes.

Work Motivation

Motivation is the provision of encouragement that creates enthusiasm for a person's work so that they can work together, work effectively and with integrity with all their might. His efforts to achieve goals, achieve satisfaction. (Hasibuan, 2008). Theoretically, motivation is formed because humans have basic needs such as physiological, safety, social, ego and self-actualization needs. These needs form a hierarchy, and each need will be successful if the lower needs are met. (Dessler, 2009). Motivation is defined as a process that contributes to an individual's intensity, direction and persistence in efforts to achieve goals (Pamungkas, 2014).

Work Discipline

Work discipline is an attitude of upholding, respecting, submitting to, and obeying written and unwritten regulations that can be implemented, without avoiding punishment if you violate the responsibilities and authority given. Discipline is a person's willingness and willingness to obey and implement the regulatory norms that apply around him (Sutrisno, 2010) explains that discipline is the sixth most important operational function of human resource management because the better the

employee's performance, the higher the level of discipline, so that employee work performance increases.

Employee Performance

Employee performance is very important for companies as a measure of success in running a business because employee performance is the result of employee work which shows their success in carrying out their duties. Performance is the result of the quality and quantity of work carried out by an employee in accordance with the responsibilities assigned (Amalia & Fakhri, 2016). Sutrisno's research (2010) states that performance is the result of a person's efforts to discover himself through possible personal characteristics and perceptions of his role at work.

The Relationship between Career Development and Employee Performance

Career development is personal improvement carried out by someone to achieve career plans. Career growth can affect employee performance. Clear career development for a company's employees can improve the employee's performance (Panggabean et al., 2022). Research conducted by (Rosyidawaty, 2018) with the aim of finding out how well career development is and to find out the importance of the influence of career development on employee performance in the Telkomsel West Java Region.

The results of this research show that overall, the career development variable is included in the good category with a percentage value of 63.93% and career development has a

significant effect on employee performance. Another research conducted by (Dewi & Utama, 2016) stated the results that career development and motivation had a positive and significant effect on employee performance among employees at Karya Mas Art. From this description it can be seen that a good career development system improves employee performance. Career development will encourage employees to increase work efficiency with the abilities and skills they have, so they can carry out their work well (Utami & Wardani, 2021). Based on this explanation, the following hypothesis can be developed:

H₁: Career Development has a positive effect on Employee Performance.

The Relationship between Work Motivation and Employee Performance

Motivation is an expression of factors that encourage or motivate employees to work happily and with satisfaction. Employees who are more motivated tend to work harder and are happier and this will lead to higher levels of performance. Low motivation will be detrimental to the company because the company can see low morale, poor work discipline, poor performance, low employee productivity and even high recruiting and training costs, (Biri & Iwu, 2014).

The results of research conducted by (Harahap & Tirtayasa, 2020) show that partially the variables of motivation, discipline and job satisfaction have a positive and significant effect on employee performance at PT. Angkasa Pura II Kualanamu Branch Office. From the results of this research, it

can be concluded that the variables of motivation, discipline and job satisfaction simultaneously have a significant effect on performance. Other research conducted by (Permana & Pracoyo, 2021) can be concluded that work motivation has a positive effect on the performance of employees at the Raster Services Office, South Jakarta at PQR Bank. Based on several studies, the following hypothesis can be developed:

H₂: Work Motivation has a positive effect on Employee Performance.

The Relationship between Work Discipline and Employee Performance

Discipline is the attitude or behavior of an employee in an organization to always respect and comply with all regulations and standards set by the agency to achieve the organization's goals. From the results of research conducted by (Tintami et al., 2012), the results of their research stated that the work discipline variable had a positive and significant effect on the performance of daily employees of SKT Megawon II PT. Djarum Kudus. This positive influence shows that if employee work discipline increases it will improve

employee performance. Work discipline has a huge influence on employee performance, this shows that small changes in work discipline will have a big impact on employee performance. This change applies whether there is an increase or decrease in work discipline, it will affect the increase or decrease in employee performance. Therefore, to increase employee work efficiency, work discipline must also be improved.

The results of research conducted by (Putra & Indrawati, 2015) show that discipline in the workplace has a positive effect on employee performance. The research results show that work discipline has a positive impact on employee performance. The higher the level of employee discipline as evidenced by always being on time, adhering to working hours, high work enthusiasm, and being willing to accept punishment if violated, the higher the employee's performance will be. Based on this description, the following hypothesis can be developed:

H₃: Work Discipline has a Positive Influence on Employee Performance.

The research model in this study can be seen in Figure 1:

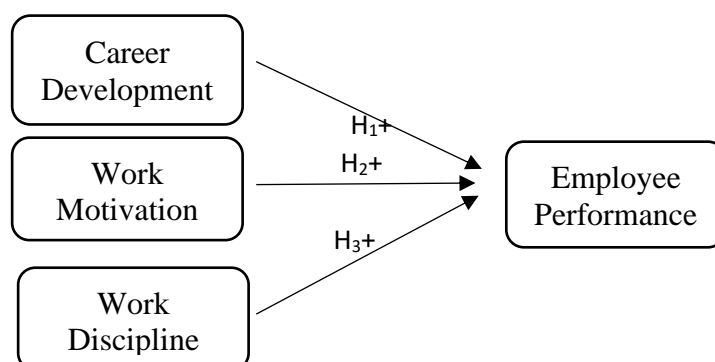


Figure 1. Research Model

Source: (Dewi & Utama, 2016) & (Taghulihi, 2015)

RESEARCH METHOD

It comprises the procedures or steps of the research, e.g., from the methods of sampling to data analysis, and presented in brief and concisely. In this research, the objects of this research are permanent employees in the Retail Account Services (Ras) division at Bank X, South Jakarta. In this research will be discussed focusing on the Influence of Career Development, Work Motivation, and Work Discipline on Employee Performance at Bank X, South Jakarta.

Research type and design is a framework used to conduct a research project that details the procedures necessary to obtain the information needed to develop and solve a research problem. A study with a good research design will ensure that the research project can be carried out efficiently and effectively (Malhotra, 2010).

The type of research used in this research is quantitative descriptive research. The method used in this research is a survey using a questionnaire as a data collection tool. The research population is the number of all subjects or individuals who have certain, clear and complete characteristics for research (Sugiyono, 2009).

The population in this research is all permanent employees Bank X, South Jakarta with 85 employees in the Retail Account Service (RAS) division. The sampling technique in this research is to use a saturated sampling method, namely a sampling method that must truly represent certain characteristics in accordance with the criteria established in this research (Sugiyono, 2009). Primary data collection was carried out using the SmartPLS (Partial Least Square) application

method version 3.0.

The operational definition of a scale variable is an index that is used alternately for each indicator component in order to provide a score simultaneously with that person. Then measurement is a number or symbol used to characterize an object, which is related to predetermined rules.

According to (Malhotra, 2010) there are 4 (four) scales for measuring, namely: ratio, ordinal, nominal and interval. Then the measurement scale is an agreement that is made to use as a reference when determining the length or shortness of the interval on a measuring instrument, so that when the measuring instrument is used, the measurement will produce quantitative data results (Sugiono, 2009).

In this research, there are 4 (four) variables, namely: where each variable has its own indicator so that it can be used as a measuring tool to measure at the moment. In this research, there are 4 (four) variables, namely: where each variable has its own indicator so that it can be used as a measuring tool to measure when creating a questionnaire. The indicators used in this research are from previous research which are then used as benchmarks so that they can be used to prepare statements. The use of the questionnaire in this research uses a 6 (six) point Likert scale, namely: "strongly disagree, disagree, disagree, somewhat agree, agree, and strongly agree" with the aim being to avoid middle or neutral values when conducting filling out the questionnaire. The operational definitions and indicators of this research are as follows in Appendices.

Data processing techniques are the process of processing data that has been collected. This data

analysis aims to find data and determine hypothesis testing. Processing and analysis methods data using Structural Equation Modeling (SEM).

Structural Equation Modeling (SEM) is a statistical technique that is capable of analyzing relationship patterns between latent structures and their indices, latent structures between them, as well as direct measurement errors. SEM is a combination of two statistical methods, namely factor analysis and simultaneous equation models developed in econometrics (Ramli & Yudhistira, 2018).

Research data will be calculated using smartPLS 3.0 software. PLS is a powerful analytical method because it does not assume that data must be measured with small samples with certain proportions or distributions in the form of nominal, sequence and time scales. Evaluation of the measurement model or Outer Model is an evaluation of testing the relationship between construct variables (indicators) and latent variables. Evaluation of the measurement model was carried out using a validity and reality test approach (Syahir, 2020).

Testing in the Inner Model or structural model can be done by hypothesis testing (Ghozali, 2021).

The structural model is evaluated by looking at R² (indicator reliability) for the dependent construct and the statistical t value from path coefficient testing.

The higher the R² value means the better the prediction model of the proposed research model. The path coefficients value shows the level of significance in hypothesis testing (Hair et al. 1998).

RESULT, DISCUSSION, AND MANAGERIAL IMPLICATION

The objects of this research are permanent employees of the retail account services (RAS) division at Bank X, South Jakarta. In sampling, 70 respondents were collected. The data used in this research is primary data using a questionnaire created by researchers using Google Forms and distributed online to respondents. A general overview of the respondent profiles in this research is this as a whole. The profile included is a filter statement regarding whether you are a permanent employee of the retail account services (RAS) division at the Bank X, South Jakarta, gender, last education, age, place of residence, length of work, the respondent's remaining expenses, and the respondent's status.

The questionnaire in this research has a filter that determines which respondents can be sampled in this research. The filter statement selects respondents who are permanent employees of the retail account services (RAS) division at the head office of Bank X, South Jakarta.

Based on the results of the validity test processing, it shows that not all statement indicators in the questionnaire can be declared valid for measuring the instruments in this research. There are six indicators that are invalid, so these indicators are eliminated. Next, data processing is carried out again to estimate factor loading values to produce valid indicators. The results of the loading factor validity test, AVE, Cronbach's alpha, and Composite reliability after removing invalid indicators can be seen in table 2:

Tabel 1. Respondent Characteristics

Category	Choice	Amount	Percentage
Gender	Man	28	32,9%
	Woman	57	67,1%
Education	Associate degree	3	3,53%
	Bachelor degree	74	87,06%
	Master Degree	8	9,41%
	< 25 years	21	24,7%
Age	25-30 years	18	21,2%
	31-40 years	31	36,5%
	41-50 years	14	16,55%
	<50 years	1	1,17%
Domicile	Jakarta	62	72,9%
	Bogor	7	8,2%
	Depok	4	0,04%
	Tangerang	9	9,4%
	Bekasi	5	0,05%
	<5 years	38	44,7%
work experience	5-10 years	35	41,2%
	11-15 years	12	14,1%

Tabel 2. Output Loading Factor value, AVE

Variabel	Instrument	Loading	AVE	Cronbach's	Composite
Career Development	CD1	0.728	0.646	0.728	0.844
	CD2	0.882			
	CD5	0.792			
Work Motivation	WM1	0.877	0.610	0.781	0.860
	WM2	0.724			
	WM3	0.628			
	WM5	0.868			
Work Discipline	WD1	0.842	0.735	0.823	0.892
	WD4	0.909			
	WD5	0.819			
Employee Performance	EP1	0.748	0.614	0.808	0.875
	EP2	0.813			
	EP3	0.879			
	EP5	0.744			

Source: Output PLS 3.0, 2023

Tabel 3. R-Square

Indicator	R-Square	Adjusted R-Square	Criteria
Employee performance	0.910	0.906	Strong Model

Source: Output PLS 3.0, 2023

Based on the results in the table above, it can be concluded that all statement indicators in the research instrument have provided statements

that meet valid values. All Outer Loadings values > 0.50 on all variable indicators, AVE values > 0.05, Cronbach's alpha values > 0.7,

Composite reliability values > 0.7 , so that all indicators can be declared valid. In assessing the structural model with PLS, start by looking at the R-Square (R^2) for each dependent latent variable. Inner model evaluation is carried out to estimate the Predictive Relevance value.

The Predictive Relevance value can be used to determine how good the construct model is based on the observations that have been collected (Ghozali, 2021). The table 3 below is the result of R-Square (R^2) estimation.

Based on the output of table 3, it shows that the research dependent variable, namely Employee Performance, has an R-Square of 0.910. The variables career development, work motivation and work discipline can influence employee performance by 91%, while the remaining 9% can be explained by other variables outside the research model. The Adjusted-Square value of 0.906 which is greater than zero indicates that the model has good Predictive Relevance value results. So it can be concluded that this research model is good (Ghozali, 2021).

The significance of the estimated parameters provides very useful information regarding the influence of the construct variables. The basis used in testing the hypothesis is the value contained in the output path coefficients contained in table 4:

Discussion

In this discussion section, the results of the analysis that have been produced from each output of this research show that all variables have met the criteria for validity and reliability tests.

The results of testing the hypothesis proposed in

this research are that career development has a positive effect on employee performance, work motivation has a positive effect on employee performance, and work discipline has a positive effect on employee performance. The following is an explanation of the results of the discussion analyzed by the researchers.

Career Development on Employee Performance

In table 4 it can be seen that the t-statistic value is above 1.99, namely 7.589 and the p-value is $0.000 < 0.05$. The original sample value was 0.506 which shows a positive and significant direction between career development and employee performance. The results of this research can be concluded that career development has a positive and significant effect on employee performance so that the first hypothesis (H_1) in this research is supported by the data. The results of this research are in line with several previous researchers such as (Rosyidawaty, 2018) and (Dewi & Utama, 2016).

Career development in this research was proven to make a significant contribution in influencing employee performance. Several career development factors including skills, career opportunities, training, information and career opportunities produce good employee performance. Career development, which is a work culture that occurs at Bank X, can be a factor in increasing employee performance.

The Influence of Work Motivation on Employee Performance

In table 4 it can be seen that the t-statistic value is above 1.99, namely 2.479 and the p-value is 0.014

Tabel 4. Path Coefficients

Path	Original Sample	T-Statistics	P-Values	Information
Career development → Employee performance	0.506	7.589	0.000	H1 data supported
Work Motivation → Employee performance	0.282	2.479	0.014	H2 data supported
Work Discipline → Employee performance	0.238	2.653	0.008	H3 data supported

Source: Output PLS 3.0, 2023

> 0.05. The original sample value is 0.282 which shows a positive and significant direction between work motivation and employee performance.

The results of this research can be concluded that work motivation has a positive and significant effect on employee performance so that the second hypothesis H₂ in this research is supported by the data. The results of this research can be concluded that hypothesis 2 is proven that work motivation has a positive effect on employee performance. The results of this research are supported by research from (Harahap & Tirtayasa, 2020) which states that work motivation can influence employee performance. Employees who are more motivated tend to work harder and are happier and will lead to high performance increases, while low motivation will be detrimental to the company because the company can see low morale, poor work discipline, poor performance, low employee productivity and even high recruitment and training costs (Biri & Iwu, 2014).

The results of this research are in line with research (Permana & Pracoyo, 2021) which states that work motivation has a positive and significant effect on employee performance. The greater work motivation can influence the high performance of

employees.

Motivation is one of the most important things for employees, because this motivation is the main basis for why employees want and want to work in a company. Motivated employees will feel happy, healthy and want to come to work. Motivation is an urge that makes someone want to do a certain activity, therefore motivation is a driver of someone's behavior (Dessler, 2009). When an employee feels motivated to work, the employee will try to do the job as well as possible and can improve good employee performance (Ratnasari & Tarimin, 2021).

Work motivation can arise from within oneself or from environmental factors. Internal factors that can give rise to work motivation include the desire to live, the desire to have, the desire to gain appreciation, the desire to gain recognition and the desire to have power. Meanwhile, environmental factors that can give rise to work motivation include adequate compensation, good supervision, job security, clear status and responsibilities and flexible regulations (Rinaldi, 2022). Work motivation can be increased through promotions, giving bonuses or incentives for employees who successfully achieve targets.

This can stimulate employee motivation, so that the resulting performance has a positive impact on the company. Employee performance can be seen through successful sales made by employees.

The Influence of Work Discipline on Employee Performance

In table 4 it can be seen that the t-statistic value is above 1.99, namely 2.653 and the p-value is $0.008 > 0.05$. The original sample value was 0.238 which shows a positive and significant direction between work discipline and employee performance. The results of this research can be concluded that work discipline has a positive and significant effect on employee performance so that the third hypothesis H_3 in this research is supported by the data.

Work discipline is the attitude or behavior of an employee in an organization to always respect and comply with all regulations and standards set by the agency to achieve the organization's goals. The results of this research can be concluded that increased work discipline can improve employee performance. The results of this research can be concluded that hypothesis 3 is proven to be supported by the data. The results of this research are in line with research from (Tintami et al., 2012) which states that work discipline variables have a positive and significant effect on employee performance. This positive influence shows that if employee work discipline increases it will improve employee performance.

The results of this research are supported by Putra & Indrawati (2015) who state that work discipline has a positive and significant impact on employee performance. The higher the level of

employee discipline, such as being punctual, adhering to working hours, high work enthusiasm, and being willing to accept punishment if violated, the higher the employee's performance will be. The work discipline factor in this research was proven to make an insignificant contribution in influencing employee performance. Work discipline factors include compliance with existing regulations within the company, effective use of time, responsibility at work and a good level of absenteeism, which can improve good performance.

CONCLUSION, SUGGESTION, AND LIMITATIONS

CONCLUSION

Based on the results of the discussion, the conclusions from the results of this research are: Career Development, Work Motivation, and Work Discipline have a positive and significant effect on the performance of permanent employees of Bank X, South Jakarta. Career development factors, work motivation and increased work discipline can increase employee performance levels.

LIMITATIONS

There are only three factors tested on employee performance, namely career development, work motivation and work discipline, so that future researchers can add or examine other variables related to employee performance. The object of this research is the Bank X, South Jakarta in the retail account services (RAS) division.

This research only uses respondents from

permanent employees of the retail account services (RAS) division at the Bank X, South Jakarta. This research only took a sample of 70 respondents as permanent employees of the retail account services (RAS) division from one office, namely the Bank X, Kuningan, South Jakarta.

SUGGESTION

Based on the results of the research and discussion above, there are suggestions from the Company and further researchers, namely:

Every employee can increase opportunities or relationships to improve their career in every job so that employees' skills and talents can be improved and can continue to update their skills by participating in various training with the latest work methods, such as training and promotions. Employees who take part in training are expected to make employees more skilled at work. Company management can provide motivation to employees at work so they can achieve company targets.

The company provides promotions, bonuses or incentives for employees who successfully achieve or exceed the targets set. Company management can improve employee discipline by giving strict sanctions to employees if they make mistakes in their work. Companies can provide awards and rewards to employees who excel so that they can motivate employees to improve their work performance.

It is recommended that further research can add or replace variables that influence employee performance so that they are more in line with phenomena that occur in companies such as financial compensation, organizational culture and

leadership style. It is recommended that further research conduct similar research with different company objects with the same type of business and increase the number of respondents so that the research results are more complete.

REFERENCES

- Amalia, S., & Fakhri, M. (2016). Pengaruh motivasi kerja terhadap kinerja karyawan pada PT. Gramedia Asri Media cabang Emerald Bintaro. *Jurnal Computech & Bisnis*, 10(2), 119-127.
- Alif, A. (2015). Pengaruh Motivasi Kerja, Pengembangan Karir Dan Lingkungan Kerja Terhadap Organizational Citizenship Behavior (Ocb) Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Perusahaan Terminal Lpg. *MIX: Jurnal Ilmiah Manajemen*, 5(2), 152573.
- Ardiyansah, Hamdan, & Radiansyah Adrian. (2018). Pengaruh Kepemimpinan, Motivasi dan Disiplin terhadap Kinerja yang Berdampak pada Pengembangan Karir. *JEM Jurnal Ekonomi Dan Manajemen STIE Pertiba Pangkal pinang*, 4(1), 1-21.
- Bahri, S., & Nisa, Y. C. (2017). Pengaruh Pengembangan Karir dan Motivasi Kerja terhadap Kepuasan Kerja Karyawan (BPJS Ketenagakerjaan Cabang Belawan). *Jurnal Ilmiah Manajemen & Bisnis*, 18(1), 9-15.
- Biri, E. U., & Iwu, C.G. (2014). Job motivation, Job Performance and Gender Relations in the Broadcast Sector in Nigeria. *Mediterranean Journal of Social Sciences*. Vol.5. No.16. ISSN 2039-2117

- Dessler, Gary. (2009). *Human Resource Management Tenth Edition*. Jakarta: PT Indeks.
- Dewi, N., & Utama, I. (2016). Pengaruh Pengembangan Karir Terhadap Kinerja Karyawan Melalui Mediasi Motivasi Kerja Pada Karya Mas Art Gallery. *E-Jurnal Manajemen Universitas Udayana*, 5(9), 5494-5523.
- Dyahrini, W., & Nugraha, D. N. S. (2022). The Effect of Work Discipline, Motivation and Career Development on Employee Performance. *Prisma Sains: Jurnal Pengkajian Ilmu Dan Pembelajaran Matematika Dan IPA IKIP Mataram*, 10(4), 899-908. Retrieved from <https://e-journal.undikma.ac.id/index.php/prismasains/index>
- Fadhila, A., & Pracoyo, A. (2022). Pengaruh Gaya Kepemimpinan, Motivasi Kerja, Dan Budaya Organisasi Terhadap Kinerja Karyawan (Studi Pada Karyawan Pt. Saka Energi Indonesia). *Jurnal Ekonomi, Manajemen Dan Perbankan (Journal of Economics, Management and Banking)*, 3(3), 130.
- Ghozali, I. (2021). *Structural Equation Modeling, Metode Alternatif dengan Partial Least Square (PLS)*. Edisi 5. Semarang: Badan Penerbit Universitas Diponegoro.
- Ghozali, I. (2021). *Partial Least Squares. Konsep, Teknik Dan Aplikasi Menggunakan Program SmartPLS 3.2.9 Edisi 3*. Semarang: Badan Penerbit Universitas Diponegoro.
- Harahap, S. F., & Tirtayasa, S. (2020). Pengaruh Motivasi, Disiplin, Dan Kepuasan Kerja Terhadap Kinerja Karyawan Di PT. Angkasa Pura II (Persero) Kantor Cabang Kualanam. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(1), 120-135. <https://doi.org/10.30596/maneggio.v3i1.4866>
- Harlie. M. (2012). Pengaruh Disiplin Kerja, Motivasi dan Pengembangan Karier terhadap Kinerja Pegawai Negeri Sipil Pada Pemerintah Kabupaten Tabalog di Tanjung Kalimantan Selatan. *Jurnal Aplikasi Manajemen*, 10 No. 4 D, 860-867.
- Hasibuan, Malayu. (2008). *Manajemen Dasar, Pengertian, Dan Masalah*. Jakarta: PT Bumi Aksara.
- Tintami, L., Pradhanawati, A., & Nugraha, H. S. (2013). Pengaruh budaya organisasi dan gaya kepemimpinan transformasional terhadap kinerja karyawan melalui disiplin kerja pada karyawan harian SKT Megawon II PT. Djarum Kudus. *Jurnal Ilmu Administrasi Bisnis*, 1(1), 189-196.
- Kurniawan, D. (2019). Pengaruh Disiplin Kerja, Motivasi, Dan Pengembangan Karir Terhadap Kinerja Karyawan Dinas Kependudukan Dan Pencatatan Sipil. Universitas Muhammadiyah Magelang
- Malhotra. (2010). *Marketing Research: An Applied Orientation*. (6th ed). USA: Pearson Education Inc.
- Manoppo, R. (2015). Pengaruh Disiplin Kerja, Motivasi Kerjadan Pengembangan Karir Terhadap Kepuasan Kerja Pada TVRI Sulawesi Utara. *Jurnal EMBA: Jurnal Riset*

- Ekonomi, Manajemen, Bisnis Dan Akuntansi, 3(3), 1220-1231.
- Mochklas, M., & Mahardhika, B. W. (2018). Effect of Work Discipline, Career Development, Work Motivation and Workload on the Loyalty of Women Workers in South Korea Companies. *Saudi Journal of Business and Management Studies*, 3(8), 922-927.
<https://doi.org/10.21276/sjbms.2018.3.8.11>
- Napitupulu, D. (2019). Pengaruh Motivasi, Pengembangan Karir Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. Traktor Nusantara Medan. *Jurnal Manajemen Dan Akuntansi Medan*, 1(2), 1-20.
<https://doi.org/10.47709/jumansi.v1i2.2081>
- Nugroho, A. D., & Kunartinah. (2012). Analisis Pengaruh Kompensasi dan Pengembangan Karier terhadap Kepuasan Kerja dengan Mediasi Motivasi Kerja (Studi pada PNS di Sekretariat Daerah Kabupaten Pekalongan). *Jurnal Bisnis Dan Ekonomi (JBE)*, 19(2), 153-169.
- Pamungkas, M. A. (2014). Analisis Pengaruh Kepuasan Kinerja dan Komitmen Organisasi Terhadap Kinerja Karyawan (Studi Pada Perusahaan Daerah Air Minum Kota Cirebon. Skripsi Fakultas Ekonomika Dan Bisnis Universitas Diponegoro, 1-52.
- Panggabean, F. A., Hutapea, D. R., Siahaan, M. S. M., & Sinaga, J. B. L. A. B. (2022). Pengaruh Komunikasi, Motivasi, Disiplin Kerja, Pengembangan Karir, Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt Pegadaian. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi)*, 6(2), 913-933.
- Permana, P. F. C., & Pracoyo, A. (2021). Pengaruh Motivasi Kerja, Disiplin Kerja Dan Kompensasi Finansial Terhadap Kinerja Karyawan. *Jurnal Ekonomi, Manajemen Dan Perbankan (Journal of Economics, Management and Banking)*, 7(3), 80-89.
- Putra, I., & Indrawati, A. (2015). Pengaruh Kepemimpinan Transformasional, Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Cv. Agung Motor I Di Kabupaten Tabanan. *E-Jurnal Manajemen Unud*, Vol. 4, No. 10, 2015: 2982 - 3011, 4(10), 254346.
- Ramli, A. H., & Yudhistira, R. (2018). Pengaruh Pengembangan Karir terhadap Kinerja Karyawan melalui Komitmen Organisasi pada PT. Infomedia Solusi Humanika di Jakarta. *Prosiding Seminar Nasional Cendekiawan*, 811-816.
- Ratnasari, S. D., & Tarimin, T. (2021). Efek Perilaku Individu terhadap Kinerja Karyawan. *Jurnal Administrasi Bisnis*, 10(2), 165-175.
<https://doi.org/10.14710/jab.v10i2.36685>
- Rinaldi, Rio. (2022). Pengaruh Perilaku Kerja Dan Kemampuan Kerja Terhadap Kinerja Karyawan Di PT. Bank BTPN Purna Bakti Cabang Padang. *Jurnal Manajemen, Ekonomi, Keuangan Dan Akuntansi*, 3(1), 363-371.
- Rosyidawaty, S. (2018). Pengaruh Pengembangan Karir terhadap Kinerja karyawan Di Telkomsel Regional Jawa Barat Diajukan sebagai Salah Satu Syarat untuk Memperoleh

- Gelar Magister Manajemen Program Studi Magister Manajemen Prodi Magister Manajemen, Fakultas Ekonomi dan Bisnis, U. E-Proceeding of Management, 5(1), 428-503.
- Setyawan, A., & Bagasworo, W. (2022). Pengaruh Gaya Kepemimpinan, Lingkungan Kerja, Serta Kompensasi Finansial Terhadap Kinerja Karyawan (Studi Pada PT Bank X Area Jakarta Selatan). *Jurnal Ekonomi, Manajemen Dan Perbankan (Journal of Economics, Management and Banking)*, 6(1), 31. <https://doi.org/10.35384/jemp.v6i1.231>
- Sugiyono. (2009). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. In Alfabeta, Bandung. Alfabeta, Bandung.
- Sutedjo, A. S., & Mangkunegara, A. P. (2013). Pengaruh Kompetensi dan Motivasi Kerja terhadap Kinerja Karyawan di PT. Inti Kebun Sejahtera. *BISMA (Bisnis Dan Manajemen)*, 5(2), 120-129
- Sutrisno, E. (2010). *Manajemen Sumber daya Manusia*. Kencana Prenada Media Group: Jakarta.
- Syahir, S. H. 2021. *Metodologi Penelitian*. Yogyakarta: KBM Indonesia.
- Suwondo, D. I., & Susanto, E.M (2015). Hubungan Lingkungan Kerja, Disiplin Kerja, dan Kinerja Karyawan. *Jurnal Manajemen Dan Kewirausahaan*, 17(2), 135-144.
- Taghulihi, I. A. (2015). The Effect of Motivation, Career Development, And Work Discipline on Employee Performance at PT. Bank Sulutgo in Tagulandang. *Journal Berkala Ilmiah Efisiensi*, 15(05), 925-930. Retrieved from <https://ejournal.unsrat.ac.id/index.php/jbie/article/view/10510>
- Utami, W. F., & Wardani, D. (2021). Pengaruh Pengembangan Sdm, Manajemen Talenta Dan Manajemen Pengetahuan Terhadap Kinerja Karyawan (Studi Pada Karyawan Bidang Layanan Dan Bidang Pemasaran Bank Dki Kcu Balaikota). *Paradigma*, 18(2), 32-43.

APPENDICES

Tabel Operational Variables

Variables	Indicator
Career development	CD1: My career suits the skills I have CD2: The boss provides career opportunities for all employees CD3: The training provided by the company helped me measure the extent of my career needs. CD4: The company always disseminates information about career opportunities CD5: The training provided has helped improve abilities in carrying out work. (Dewi, N., & Utama, 2016)
Work motivation	WM1: My performance at the current job is good WM2: My opinion of myself goes down when I do bad work WM3: I take pride in doing my job well to the best of my ability WM4: I feel unhappy if my work does not meet the standards I am used to WM5: I like to evaluate my work with the feeling that it has been done well. (Setyawan & Bagusworo, 2022)
Work Discipline	WD1: Must be able to always be present at work, come and leave work on time WD2: Must always be careful and alert when carrying out work WD3: Must be able to always be responsible for the work I do WD4: Must be able to always comply with all regulations set by the company WD5: Must be able to always pay attention to my ethics at work. (Setyawan & Bagusworo, 2022)
Employee performance	EP1: Employees complete work according to the specified quantity and quality on time. EP2: Employees have initiative in doing work EP3: Employees have the initiative to correct mistakes EP4: Employees can work together with colleagues from the same division EP5: Employees can work together with colleagues in other divisions. (Suwondo & Susanto, 2015)