# The Effect of Work Discipline, Motivation and Career Development on Employee Performance

**Wien Dyahrini, Deden Novan Setiawan Nugraha**

Widyatama University, Jl. Cikutra No.204A, Bandung, Jawa Barat 40125, Indonesia

Corresponding Author-mail: wien.dyahrini@widyatama.ac.id

**Abstract**

The importance of the role of human resources as the company's main asset, namely in implementing company policies and operational activities. Employees who have high performance will be the driving force in achieving company goals. This shows that employee performance must be considered in order to be skilled and responsible for the tasks given. Referring to work discipline which is suspected to be one of the factors that affect employee performance, it will greatly affect the work provided by employees at the agency. Work motivation that is not liked by employees will cause employee performance to decrease, while another determining factor is also work motivation, giving motivation can cause enthusiasm to produce better work. On the other hand, a factor that is no less important is career development, giving this reward will be able to encourage employees to be more positive at work and will be able to improve employee performance. This study aims to analyse the effect of work discipline, work motivation, and career development on employee performance. at PT SPM West Java Province. The research method uses descriptive and verification, data collection techniques through questionnaires. The research sample was 97 respondents, the sampling method used saturated sampling. From the results of the research conducted, it shows that work discipline, work motivation, and career development have a significant effect on employee performance by 49.74% which is almost close to half of the total influence, and needs to be maintained, and even in the future, it can be improved to be even better than what has been achieved at this time. a. Working hours according to predetermined SOPs are more disciplined and further improve the function of the organizational structure in accordance with their respective positions. Every morning before office hours, the company holds a debriefing to increase the intensity of communication between management and employees.

**Keywords**: Work Discipline, Work Motivation, Career Development, Employee Performance

## INTRODUCTION

In an organization, human resources play a very important role as movers, thinkers and planners to achieve the success of an organization. In achieving company goals, it is not enough just to have large capital, but must have professional employees so that the company's vision and mission can be carried out effectively and efficiently. No less important, that the company must be able to manage, maintain, and improve the human resources that they already have. Therefore, the company and employees must work together so that the company's goals and targets can be achieved properly. Currently, competition between companies is getting tougher and must always have good innovations to attract consumers' attention, so companies are required to be able to compete with other companies. With these factors, it is considered that the company will be able to compete with competitors.

It is undeniable that human resources (HR) are an asset.very important company. Therefore, the more professional HRowned, then in carrying out the vision, the mission of the company will be able toachieved effectively, efficiently, and productively (Kurniawan,

2019). The quality of human resources is related to the performance of employees in a company. According to (Lubis & Bambang Hermanto, 2018) performance is the result of a process that refers to and is measured over a certain period of time based on pre-determined provisions, standards or agreements. Thus, an organization is required to be able to manage employees well in order to utilize and optimize the performance of its employees. Because, employees are an important asset needed by organizations to improve the production process in order to generate high company income. Low performance problememployees is a problem that needs to be considered by every company because employee performance will beaffect the quality and quantity of the company in the face of competition, along with developmentsera (Paputungan, 2013). Efforts to improve the performance of professional employees are by applying work discipline, conducting training and career development.

According to Hasibuan in (Sinambela, 2021) Discipline at work may be defined as "the capacity to do assigned tasks on a consistent, regular, and continuous basis in compliance with established procedures and policies without causing disruptions to others." Discipline can be said to be effective if employees are not late for work and carry out all the rules made by the company. Without good work discipline, it is difficult for a company to achieve optimal results. Good discipline reflects a person's responsibility for the tasks assigned to him (Fauzi & Wakhidah, 2020). Of course, in determining employee discipline, the company makes rewards and punishments as outlined in the company's Work Guidelines so that every employee knows the sanctions that will be obtained if there are employees who do not follow company regulations. Good discipline fosters awareness and a sense of responsibility in him. This promotes employee morale, the achievement of company and employee goals, and a sense of community. Every organization, be it private or government, will try and be oriented towards long-term goals, namely the development of the organization by improving performance in order to achieve the vision and mission of the company (Purba et al., 2019).

Work discipline is essentially raising awareness for workers to carry out assigned tasks, where the formation does not arise by itself but rather ismust be formed through formal and non-formal education, formal, as well as the motivation that exists in each employee.must be well developed (Harlie, 2012). Work motivation is another aspect that influences employee performance alongside work discipline. Self-motivation is the driving force behind the pursuit of one's own values, aspirations, and objectives. Motivation is very important for employees because motivation is something that causes, distributes, and supports human behavior so that they want to work hard and enthusiastically achieve optimal results (Afiyati, 2019). The form of motivation given by the company to employees can be in the form of a decent salary, incentives in accordance with the provisions of appreciation, health insurance, a conducive work environment, promotions, awards and recognition from the organization. Every company should already have a standard of appreciation/incentive that will be given to employees who successfully achieve organizational targets.

Furthermore, another factor that affects employee performance is Career Development (Syahputra & Tanjung, 2020). Career development can be one of the things that employees want to achieve. Career development is also needed in a company as a reward for the performance of its employees; career development can measure ability as an effort to encourage and inspire employees so that they can develop in their profession (Panggabean et al., 2022). If the company has implemented career development clearly, of course employees will try to improve their performance in order to produce good and profitable work for the company. According to (Mangkunegara, 2011), career development is a staffing activity that helps employees plan their future careers at the company so that the company and the employees concerned can develop themselves to the fullest. Career development is an employee activity that assists employees in planning their future careers at the company so that both the company and the employee concerned can grow to their full potential (Muna & Isnowati, 2022). Career development affects organizational commitment and employee

performance, where development "Career" is a formal approach taken by the organization to guarantee people in the organization have the appropriate qualifications, skills, and experience when required (Lakoy, 2013).

Currently, there are still many companies that have not implemented work discipline, providing clear motivation and career development to their employees. who ignore work discipline, work motivation and career development such as coming to the office late, not following existing rules, carrying out fraud, employees working not optimally, doing work based on assignments only and not evaluating work results which result in a lot of inappropriate work, indifferent to competition with other companies so that employees only work just to go to work and get a reasonable salary. Research conducted by (Manoppo, 2015) stated that work discipline and work motivationand career development simultaneously have a positive and significant influence on satisfaction.North Sulawesi TVRI employees Work discipline and motivation are both partially positive.significant effect on employee job satisfaction, while career development has no effect.significant. North Sulawesi TVRI leadership should continuously improve job satisfaction.employees because job satisfaction is one of the important factors in the resource management strategy, people to improve employee performance. Furthermore, research conducted by (Fauzi & Wakhidah, 2020) stated that work discipline affects the performance of employees of PT. SAMI, work motivation affects the performance of employees of PT. SAMI, career development affects the performance of employees of PT. SAMI, Based on the calculation results, the value of Fcount is 48.151 > F-table 2.70, meaning that Work Discipline, Work Motivation and Career Development simultaneously affect PT. SAME. Based on the adjusted R square value of 0.579 This shows that using the independent variables, work discipline, work motivation, and career development have an influence on employee performance variables of 57.9%.

Based on the background described above, the researcher is interested in studying "The Effect of Work Discipline, Motivation, and Career Development on the Performance of PT. SPM West Java Employees". Based on the background of the problems described above, the objectives of this research are formulated as follows: 1). What are the factors of work discipline, motivation and career development partially having a significant influence on the performance of employees of PT. West Java SPM?  2). What are the factors of work discipline, motivation and career development together having a significant influence on the performance of employees of PT. West Java SPM? 3). Which factors among work discipline, motivation and career development have the most dominant influence on the performance of employees of PT. West Java SPM?

**METHOD**

The research method is a very important part to determine the success or failure of a research. Therefore, for success in this research, the research uses qualitative research with explanatory, associative and correlational levels, with a survey method approach as explained by (Sugiyono, 2017). Kerlinger in (Sugiyono, 2017) states that survey research is study done on both big and small populations, with the data investigated coming from samples drawn from the population to determine relative events, distributions, and correlations. factors of a social and mental nature.

In general, the population is defined as all group members whose characteristics have been clearly determined, whether it is a group of people, objects, or events (Sugiyono, 2017) consists of things/subjects with predetermined qualities/characteristics that researchers choose to investigate in order to derive conclusions. The target population in this study are permanent management employees who are active in the Office of the Board of Directors. Information obtained from PT SPM West Java for the period December 2019 – 2021 is as follows:

**Table 1.** List of Employees of the Head Office of PT SPM December 2019 – 2021 Period

| Year | 2019 | 2020 | 2021 |
|---|---|---|---|
| Head Office Head Employees | 152 | 127 | 155 |
| Number of Leadership Employees | 516 | 462 | 521 |
| *Ratio* | *29.46%* | *27.49%* | *29.75%* |

Source: PT SPM (2021)

**Sample**

Research ideally, on the contrary, is conducted on the entire population, but due to the limited time, cost, and energy of the author, the research will be conducted on a sample of the population (Sugiyono, 2017). Determination of the sample used in this study using data from the period December 2019 – 2021 with the Slovin formula, namely: $n = \frac{N}{1+Ne^2}$

Information: N = Total Population; e = Tolerable Error Limit in sampling; n = Number of Samples

Based on the above formula, the number of samples to be taken are: 97 questionnaires to be distributed and the calculations are processed using the SPSS program.

**Sampling technique**.

It is assumed that the sample is not really representative of the whole population since it is drawn from a subset of the population with similar features. The study's sample was selected using a non-probability sampling method. Margin-of-Error Sampling These samples are not selected at random. The probability of selection as a sample is not uniform throughout the population or its constituents.

**Types and Methods of Data Collection**

In this study, the data studied were primary data, according to (Sugiyono, 2017). So, the variables related in this study consist of three independent variables and one dependent variable. The data used as the basis in this study as the basis for testing the hypothesis is data obtained directly from the subjects studied. Measurement of the variables used an instrument (questionnaire) in the form of closed questions and was measured using a Likert scale with a score of 1 to 5.

**Data collection technique**

The following methods of data collecting were utilized in the course of this study: The term "literature study" refers to the practice of analyzing existing literature in the field of study. Field studies, namely data collection studies that go directly to the field through: Observations, interviews and questionnaires.

**Data Analysis Tools**

The analytical tool used in this research is Multiple Linear Regression. This analysis is used to determine the effect of the independent variables consisting of Work Discipline (X1), Work Motivation (X2), Career Development (X3), on the dependent variable (Y) namely employee performance. This analysis has a function to determine how much influence the independent variable has on the dependent variable which is formulated by the following equation:

**Y = βo + β1X1 + β2X2 + β3X3 + e**

Information:

Y = Employee Performance; βo = Constant; X1 = Work Discipline; X2 = Work Motivation; X3 = Career Development; β1= Regression coefficient of variable X1, Work Discipline; β2 = X2 variable regression coefficient, work motivation; β3 = Regression coefficient of variable X3, Career Development.

**RESULTS AND DISCUSSION**
**Hypothesis Testing Design**
The design of testing this hypothesis is assessed by determining the null hypothesis and alternative hypotheses, statistical test research and calculating statistical test scores, calculating hypotheses, determining the level of significance and drawing conclusions. Hypothesis testing in this study uses partial testing (t test) and simultaneous testing (F test). The design of this research hypothesis testing is to test whether there is an influence between the independent variable (x) namely Work Discipline (X1), Motivation (X2) Career Development (X3) on Employee Performance as the dependent variable (Y).

a). Ho : 1,2,3 = 0 means that there is no influence between work discipline (X1), work motivation (X2), career development (X3), on employee performance (Y) partially / individually.

b). Ha : 1,2,3> 0 means that there is an influence between work discipline (X1), work motivation (X2), career development (X3), on employee performance (Y) partially / individually.

Based on the statistical hypothesis put forward, the criteria for accepting or rejecting the hypothesis in this study are if tcount ttable or tcount ttable, Ho is accepted and Ha is accepted, then there is an effect of the independent variable on the dependent variable partially/alone.



**Figure 1.** t test curve
Recapitulation of Instrument Reliability Testing Results

**Table 2.** Reliability Statistics (X$_2$)

| Cronbach's Alpha | N of Items |
|---|---|
| ,750 | 6 |

**Table 3.** Recapitulation of Instrument Reliability Testing Results
**Reliability Statistics (Y)**

| Cronbach's Alpha | N of Items |
|---|---|
| ,854 | 5 |

From the calculation results table, information is obtained that the Cronbach's alpha value is greater than 0.06 (Cronbach's alpha > 0.06), so the questionnaire or questionnaire is declared consistent or reliable. All statements utilized in this study were checked for their validity and consistency (reliability) in light of the findings of the validity and reliability tests outlined above.

**Classic assumption test**
Multiple linear regression analysis and hypothesis testing are not carried out without first ensuring that the classical assumption, which guarantees accurate estimations, is true.

**Normality test**
The purpose of the data normality test is to determine whether the data in the given regression model follows a normal distribution. The normal probability plot approach of the SPSS 20.0 program produces the following findings to determine whether the data has been normally distributed or not, which can be seen as shown below:
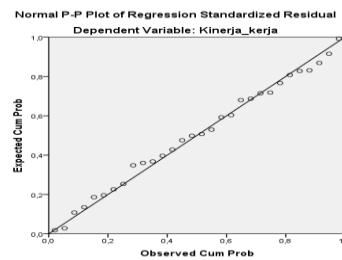
**Figure 2.** Normality Test Results

In Figure 2 the graph above, it can be seen that if the residual data (dots) spread around the line and follow the direction of the diagonal line, this result shows that the residuals in the regression model have a normally distributed distribution.

**Multicollinearity test**

In this study, to find out a regression model free from multicollinearity, testing was carried out through the SPSS 20 application by looking at the tolerance and inflation factor (VIF) values in the regression model, namely by looking at the VIF (Variance Inflation Factor) number must be less than 10 and the tolerance number more than 0.1.

**Table 4.** Coefficients

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | 17,299 | 2,208 | | 7,834 | ,000 |
| VAR x1 | ,025 | ,095 | ,029 | ,268 | ,009 |
| VARx2 | ,213 | ,082 | ,280 | 2,583 | ,011 |
| VARx3 | ,216 | ,072 | ,260 | 2,386 | ,014 |

Based on the table above, it can be concluded that the value of sig. 0.009 (X1) < ttable 0.05. Then to sign. 0.011 (X2) < ttable 0.05 means that H0 is rejected. Thus, it can be concluded that there is a significant influence between work discipline (X1), work motivation (X2) and career development (X3) on employee performance (Y) at PT. West Java SPM.

**Heteroscedasticity test**

The purpose of the heteroscedasticity test is to determine if the residuals from one observation have a different variance than the residuals from another observation in the regression model. Without heteroscedasticity, a regression model is considered to be of high quality. To perform the heteroscedasticity test, SPSS 20 can be done by looking at the pattern of dots on the Regression Scatterplots.
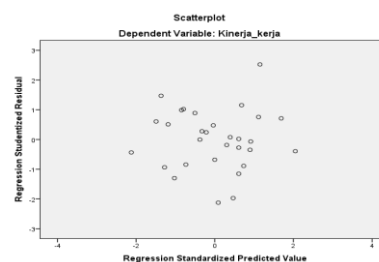


**Figure 3.** Heteroscedasticity Test

Figure 3 shows that the data points scatter above or around 0. This scattering does not follow a wavelike pattern in which it first expands, then narrows, and finally spreads again. Given these results, it follows that the regression model has no heteroscedasticity issues.

**Linearity Test**

In order to do correlation analysis or linear regression, this test is required. Checking with SPSS with a 5% level of significance using the Test for Linearity. A linear connection between two variables is defined as one in which the p-value between them is less than 0,05.

**Table 5. ANOVA<sup>a</sup>**

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 76,956 | 3 | 38,476 | 37,79 | ,026<sup>b</sup> |
| | Residual | 987,554 | 97 | 10,182 | | |
| | Total | 1064,510 | 99 | | | |

Hypothesis:

H0 : there is no linear relationship between work discipline and work motivation and career development variables with employee work performance variables

H1: there is a linear relationship between work discipline, work motivation and career development variables with employee work performance variables.

Based on the table above, the results of SPSS data processing obtained the value of sig. Deviation from Linearity is 0.026 <0.05, it can be concluded that H0 is rejected and H1 is accepted, meaning that there is a linear relationship between work discipline variables (X1) and work performance. Work motivation (X2) with performance and career development (X3) on employee performance (Y) at PT. West Java SPM

**Multiple Linear Regression Analysis**

Regression Model Test (F Test)

To determine the contribution of the variable work discipline and work motivation, as well as career development to the work performance of employees at PT. West Java SPM can be seen from the model summary table below: work discipline, work motivation and career development on employee performance

**Table 6. Model Summary<sup>b</sup>**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | ,277<sup>a</sup> | ,767 | ,778 | 3,569 |

a. Predictors: (Constant),
Discipline_workMotivation_work, Career development
Predictors: (Constant),
b. Dependent Variable: Employee_work performance
Source: SPSS (*Statistic Program for Social Science*) 20.0

**Table 7. ANOVA<sup>a</sup>**

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 76,954 | 2 | 38,477 | 37,79 | ,026<sup>b</sup> |
| | Residual | 987,556 | 97 | 10,181 | | |
| | Total | 1064,510 | 99 | | | |

From the table above, it can be seen that the Adjusted R Square of 33.6% means that the two independent variables (work discipline, work motivation and career development) are able to explain the dependent variable (employee performance) and the R value is 37.79. the result is that Fcount 37.79 > Ftable 3.09 so Ha is accepted and H0 is rejected. This shows that there is a significant influence between work discipline (X1), work motivation (X2) and career development (X3) on performance (Y) at PT. West Java SPM.

**Regression Coefficient Test (t Test)**

Here, the results of hypothesis testing using regression analysis are presented as follows: work discipline, work motivation and career development on employee performance.

**Table 8.** Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 17,299 | 2,208 | | 7,834 | ,000 |
| | VAR X1 | ,025 | ,095 | ,029 | ,268 | ,009 |
| | VARX2 | ,213 | ,082 | ,280 | 2,583 | ,011 |
| | VARX3 | ,216 | ,072 | ,260 | 2,386 | ,014 |

To find out whether there is an influence between work discipline (X1) , work motivation (X2) and career development (X3) on work performance (Y) at PT. SPM West Java, the following hypothesis testing was carried out:

1. Formulate a hypothesis

H0 : it means that there is no significant effect of work discipline (X1) , work motivation (X2) and career development (X3) on work performance (Y) at PT. West Java SPM

H1: it means that there is a significant influence of work discipline (X1), work motivation (X2) and career development (X3) on employee performance (Y) working at PT. West Java SPM

2. Determine the significance level taken for the study is 5 percent.

3. Calculating the value of t count (two-party test) and conclusions

To be able to find out whether there is an influence between work discipline (X1) , work motivation (X2) and career development (X3) on work performance (Y) at PT. West Java SPM then test the hypothesis based on the value of the t test.

Based on the table above, it can be concluded that the value of sig. 0.009 (X1) < ttable 0.05. Then to sign. 0.011 (X2) < ttable 0.05 means that H0 is rejected. Thus it can be concluded that there is a significant influence between work discipline (X1) , work motivation (X2) and career development (X3) on performance (Y) at PT. West Java SPM. This is in line with the research conducted by (Fauzi & Wakhidah, 2020) stating that Work Discipline, Work Motivation and Career Development simultaneously affect PT. SAME.

Based on the results of research on work discipline, it shows that the actual score obtained is an average of 3.49 which is included in the good category. This shows that work discipline at PT. West Java SPM is included in the good category.

From these dimensions it shows that in the dimensions of work discipline and work motivation, as well as career development there are several statements, as (1) The work discipline that exists in employees is sufficient enough to work" is the work dimension with the highest score among other dimensions in the high category. This is because PT. West Java SPM has provided adequate facilities to support the work needs of the employees. Such as the availability of work facilities (training provided, training, computer equipment, printers and so on), and intermediary work motivation that supports, for example, a sense of belonging, from employees, adequate incentives, other health facilities; (2) "Current career development is sufficient to support work activities". is a dimension of the promotion area of employees who have an excellent category in working well accommodated. This is because PT. West Java SPM always pays attention to the needs and job satisfaction of its employees who deserve to be promoted and their rights are never delayed, as well as employees who are less diligent are always given warnings and their performance allowances are reduced according to the contributions made to the company; (3) "Employees have opportunities for promotion if they excel." It is a career development factor dimension with the highest score among other dimensions in the agree category. This is because PT. West Java SPM has carried out employee promotions for their experience, honesty, loyalty to get promoted; (4) Regarding work performance, it shows that the actual score obtained is a total average of 3.26

which is included in the category of disagree. This shows that the work performance at PT. West Java SPM, included in the fairly good category.

## CONCLUSION

The results of this study aim to determine how work discipline (X1), work motivation (X2) and career development (X3) on work performance (Y) at PT. West Java SPM and to find out how it affects. Based on the data obtained from the analysis, the following conclusions can be drawn:

1. The work discipline that exists in employees is sufficient enough to work" is the work dimension with the highest score. Work discipline at PT. West Java SPM shows that the conditions there are quite good.
2. Normality test on the work discipline variable on the work performance variable at PT. West Java SPM concluded that work discipline has a strong relationship with employee performance.
3. Work motivation at PT. West Java SPM is very influential reflected in the existence of a promotion if achievement, is not given or gets a reduction in achievement allowances for employees who are not serious at work.
4. Work discipline and work motivation are factors that can improve work performance for PT. West Java SPM. This is reflected in the results of work in accordance with the quality / quality of work that has been determined, the time given to complete the task is in accordance with the ability of the employee.
5. Work discipline, work motivation and career development affect work performance at PT. West Java SPM, there is a relationship seen from the linearity test sig. 0.026 <0.05 which means H0 is rejected and H1 is accepted, meaning that there is a linear relationship between work discipline, work motivation and career development variables with employee performance.
6. The f coefficient test for multiple linear regression shows an Adjusted R Square of 33.6%, which indicates that the three independent variables (work discipline, work motivation, and career growth) explain the dependent variable (work performance) with a R value of 37.79. Therefore, because Fcount = 37.79 and Ftable = 3.09, we accept Ha and reject H0. This data demonstrates that work discipline (X1), work motivation (X2), and career development (X3) all have a positive impact on employee performance (Y) at PT. West Java SPM.

Based on the results of the study, it shows that work discipline and work motivation and career development have an effect on performance at PT. West Java SPM, a. needs to be maintained and even in the future it can be improved to be even better than what has been achieved at this time. a. Working hours according to the SOP that have been determined are more disciplined. b. Further improve the function of the organizational structure in accordance with their respective positions. The company always conducts briefings every morning before office hours will open so that the intensity of communication between the leadership and employees increases.

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