

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



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**ABSTRACT:** The research here will examine the effect of work motivation, work discipline and career development on employee performance. The population in this study were all employees of UPT Puskesmas Tembuku I as many as 51 employees. The sampling method used is saturated sampling, the entire population is used as a sample. The analytical technique used is a structural equation model (Structural Equation Modeling/SEM) based on Partial Least Square (PLS). Work motivation and work discipline have a positive and significant effect on career development. Work motivation and work discipline have a positive and significant effect on employee performance. Career development has a positive and significant effect on employee performance.

**KEYWORDS:** work motivation, work discipline, career development, employee performance.

### I. PRELIMINARY

Performance is the result of work produced both in terms of quality and quantity of work and can be accounted for in accordance with its role in the organization or company, and is accompanied by abilities, skills, and skills in completing the work within a certain period. The success of an employee at work will be known if the company applies a performance appraisal system (Baroroh, 2012). Caroline & Susan (2014) stated that a leader who hopes to achieve maximum performance in his organization must pay attention to the factors that affect the performance of the employees themselves, one of which is career development.

Career development is a formal approach taken by organizations to ensure that people in the organization have the appropriate qualifications, abilities, and experience when needed (Regina, 2013). Clear career planning and development in the organization will be able to increase employee motivation in carrying out their work, thereby creating a sense of satisfaction in carrying out their work (Nugroho & Kunartinah, 2013). Research conducted by Arifin (2015) states that motivation has a positive and significant effect on employee performance. Employee work motivation is needed to improve the performance of the employees themselves. These employees do not have the enthusiasm and impetus to do all the tasks given if they are not given motivation.

Efforts to improve employee performance cannot be separated from employee discipline (Maharani, 2010). Discipline is an attitude of action and behavior that must be in accordance with existing regulations. If the employee is not disciplined, it will interfere with the work results and employee activities on a regular basis, the work should be completed on time. It is hoped that this discipline can be implemented properly so that it does not interfere with the company's activities, thereby improving employee performance.

Based on the above background, the authors are interested in conducting research with the title: "The influence of work motivation and work discipline on career development and employee performance".

### II. STUDY LIBRARY

#### Abraham Maslow's Hierarchy of Needs Theory

This theory explains the level of the hierarchy of needs, where the fulfillment of these needs levels can make people motivated (Robbins and Juge, 2015: 128). This theory is divided into five levels, namely:

1. Physiological needs, such as: hunger, thirst, rest and sex
2. Safety needs, not only in the physical sense, but also mentally, psychologically and intellectually
3. The need for love (love needs)

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4. The need for self-esteem (esteem needs), which is generally reflected in various status symbols
5. Self-actualization (self-actualization), in the sense of providing opportunities for a person to develop the potential contained within him so that it turns into real abilities.

### Goal Setting Theory

Locke and Latham (2013) suggest that goal setting to work towards a goal is the main source of work motivation. To understand work motivation and develop techniques to increase work motivation among workers. One way is to use theory about goal setting. Goal setting can work as a motivational process because goal setting can create discrepancies between current performance and expected performance. Goals are targets and objectives for future performance. That everyone will make calculations in setting goals. When a person has set a goal for himself, he will have motivation and try to achieve the goal he has made. These goals will affect their performance at work.

An organization that is successful in achieving its goals cannot be separated from the role of human resources in it which is one of the assets of the organization. Several factors that can influence the success of organizational goals are how work motivation and work discipline affect career development and employee performance. This is of course very important to be considered by management in order for the stability and development of the organization.

### Hypothesis

- H1: Work motivation has a positive effect on career development.
- H2: Work discipline has a positive effect on career development
- H3: Motivation has a positive effect on employee performance
- H4: Work discipline has a positive effect on employee performance
- H5: Career development has a positive effect on employee performance.

## III. RESEARCH METHODS

The research was conducted at the UPT Puskesmas Tembuku I Bangli which is located at Jl. Kehen No.1 Br. Tembuku Friend, Kec. Tembuku, Kab. Bangli, Bali. The time of the research was carried out from November 2021 to July 2022. The reason the researchers chose this location in the study was based on initial observations made regarding employee performance that had not been optimally presented from the presence of employees who were unable to complete the work in accordance with the time set and the lack of employee discipline based on both attendance and compliance with working hours. The research here will examine the effect of work motivation, work discipline and career development on employee performance. UPT Puskesmas Tembuku I Bangli district requires work motivation, Work discipline and career development are deemed necessary to increase employee morale, which will later affect employee performance. The scope of this research is limited to the variables of work motivation, work discipline, career development, and employee performance.

The population in this study were all employees of UPT Puskesmas Tembuku I as many as 51 employees. According to Arikunto (2012) if the population is less than 100 people, then the total sample is taken, but if the population is greater than 100 people, then 10-15% or 20-25% of the total population can be taken.

Based on this research, because the total population is not greater than 100 respondents, the authors take 100% of the population at UPT Puskesmas Tembuku I, Bangli Regency, which is as many as 51 respondents. Thus the use of the entire population without having to draw a research sample as a unit of observation is referred to as a census technique or saturated sampling.

The analytical technique used is a structural equation model (Structural Equation Modeling/SEM) based on Partial Least Square (PLS). Structural Equation (SEM) is one method that can be used for the analysis of the path equation model. Wright stated that SEM is one of the analytical techniques for testing and estimating casual relationships by integrating path analysis and factor analysis (Jogiyanto, 2011) in (Hamid and Anwar, 2019).

## IV. RESEARCH RESULTS AND DISCUSSION

### 1. Test Hypothesis

Hypothesis testing is done by using t-statistics by sorting for direct effect testing. In the following section, the results of direct influence testing are described successively.

- 1) Live Effect Test

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The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing the hypothesis is the value contained in the output result for inner weight. Table 1 provides the estimated output for testing the structural model.

**Table 1. Hypothesis Testing Results**

Variable	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Information
Work discipline -> Employee performance	0.465	3,899	0.000	Significant
Work Discipline -> Career Development_	0.384	4,598	0.000	Significant
Work Motivation -> Employee Performance	0.342	2,452	0.019	Significant
Work Motivation -> Career Development_	0.610	7,184	0.000	Significant
Career Development_ -> Employee Performance	0.507	2,671	0.008	Significant

Source: Appendix 5

The results of testing the research hypothesis based on Table 1 are as follows:

- (1) Testing Hypothesis 1: Work motivation has a positive and significant effect on career development. These results can be presented incoefficient value of 0.610 with t-statistics value of 7,184. The t-statistics value is below the critical value of 1.96 and the value of sig <0.05. Based on this, hypothesis 1 is declared accepted.
- (2) Testing Hypothesis 2: Work discipline has a positive and significant effect on career development. These results can be presented incoefficient value of 0.384 with t-statistics value of 4.598. The value of t-statistics is below the critical value of 1.96 and the value of sig <0.05. Based on this, hypothesis 2 is declared accepted.
- (3) Hypothesis Testing 3: Motivation has a positive and significant effect on employee performance. These results can be presented incoefficient value is 0.342 with t-statistics value is 2.452. The value of t-statistics is above the value of 1.96 and the value of sig <0.05. Based on this, hypothesis 3 is declared accepted.
- (4) Hypothesis Testing 4: Work discipline has a positive and significant effect on employee performance. Results This can be presented at a coefficient value of 0.465 with a t-statistics value of 3.899. The t-statistics value is above the value of 1.96 and the value of sig <0.05. Based on this, hypothesis 4 is declared accepted.
- (5) Testing Hypothesis 5: Career development has a positive and significant effect on performance. These results can be presented in the coefficient value is 0.507 with the t-statistics value of 2.671. The value of t-statistics is below the value of 1.96 and the value of sig <0.05. Based on this, hypothesis 5 is declared accepted.

### 2) Testing Indirect Effects Through Mediation Variables

In testing the following hypothesis, the mediating role of career development variables (Y1) between work motivation (X1) on employee performance (Y2) and the mediating role of career development variables (Y1) between work discipline (X2) on employee performance (Y2) will be examined. As for the indirect effect hypothesis testing in this study, the results of the analysis can be presented in Table 2 as follows:

**Table 2. Recapitulation of Testing Results of Career Development Mediation Variables**

=No	Mediation of Organizational Commitment Variable (Y1) on:	Effect				Note:
		(A)	(B)	(C)	(D)	
1	Work motivation, (X1) □ Employee performance (Y2)	0.435 (sig)	0.755 (sig)	0.883 (sig)	0.945 (sig)	Partial Mediation
2	Work discipline, (X2) □ Employee Performance (Y2)	0.479 (sig)	0.870 (sig)	0.816 (sig)	0.471 (Sig)	Partial Mediation

Source: Appendix 5

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The information obtained from Table 2 above is the results of testing the mediating variables that can be conveyed as follows: career development (Y1) is able to mediate positively and significantly on the indirect effect of work motivation (X1) on employee performance (Y2). This result is shown from the mediation test carried out, it appears that the effects of A, C and D have significant values. Other information that can be conveyed, the mediating effect of career development variables (Y1) on the indirect effect of work motivation (X1) on employee performance (Y2) is partial mediation. This finding provides an indication that the career development mediating variable (Y1) is not a key determinant of the effect on work motivation (X1) and work discipline (X2) on employee performance (Y2).

In order to determine the overall effect for each relationship between the variables studied, a recapitulation of direct effects, indirect effects and total effects can be presented in Table 3 below:

**Table 3. Calculation of Direct, Indirect and Total Effects**

No	Variable Relationship	Live Effect	Indirect Effect	Total Effect
1	Work motivation, (X1) □ Career development, (Y1)	0.610	-	-
2	Work discipline, (X2) □ career development, (Y1)	0.384	-	-
3	Work motivation, (X1) □ Employee Performance (Y2)	0.342	-	-
4	Work motivation, (X1) □ career development, (Y1) □ Employee Performance (Y2)	0.342	0.309	<b>0.651</b>
5	Work discipline, (X2) □ Employee Performance (Y2)	0.465	-	-
6	Work discipline, (X2) □ career development, (Y1) □ Employee Performance (Y2)	0.465	0.195	<b>0.660</b>
7	Career development, (Y1) □ Employee Performance (Y2)	0.507	-	-

Source: Appendix 5

Information obtained from Table 3 above, the mediating effect of career development variables (Y1) on the indirect effect of work discipline (X1) on employee performance (Y2) is greater, with a total path coefficient of 0.660 compared to the mediating effect of career development variables (Y1) on the indirect effect of work discipline (X2) on employee performance (Y2) with the resulting total path coefficient of 0.650.

## 2. Discussion

Based on the results of the PLS analysis, this section will discuss the results of the calculations that have been carried out. This study aims to determine the effect of work motivation and work discipline on employee performance through career development at UPT Puskesmas Tembuku I Bangli Regency. Testing is shown through existing hypotheses so that they can find out how the influence of each variable on the other variables.

### The Effect of Work Motivation on Career Development

Thus, employees at UPT Puskesmas Tembuku I Bangli Regency assess good work motivation as motivation X. This finding provides important instructions for leaders at UPT Puskesmas Tembuku I Bangli Regency so that in motivating the work of subordinates using traditional view motivation.

Information related to work motivation provides an indication that work motivation on indicator X has the highest loading factor value of 0.957. These results indicate that what is considered important in work motivation is motivation X. Furthermore, work motivation is reflected by motivation X with an average value of 4.16. Information related to career development provides an indication that exposure gets the highest factor weighting, amounting to 0.907. This result indicates exposure considered most important role in career development. Furthermore, it can be interpreted, career development, employees at UPT Puskesmas Tembuku I Bangli Regency are also reflected in exposure.

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With this, employees at UPT Puskesmas Tembuku assess career development, which is determined by exposure. This finding provides important clues for the leadership of the UPT Puskesmas Tembuku I Bangli Regency to pay attention to this matter in order to achieve maximum employee performance.

The results of statistical data analysis show that work motivation has a positive and significant effect on career development, so the analysis of this research model shows that the higher the work motivation, the higher the career development.

Research conducted by Zameer and Shehzad (2014) found that the role of work motivation is very vital to improve employee performance, with motivation from superiors so employees will be satisfied with their work. Research conducted by Dewi and Utama (2016) explains that what can help increase work motivation is by developing a good career, when employee motivation is high in the company, employee performance will increase.

The results of this study are in line with Muhlis (2018) showing that there is a significant relationship between significant between motivation and career development.

### **The Effect of Work Discipline on Career Development**

The results of statistical data analysis show that work discipline has a positive and significant effect on career development, so the analysis of this research model shows that the higher the work discipline, the higher the career development.

Information related to work discipline provides an indication that attendance at work has the highest factor weight, which is 0.933. These results indicate that attendance at work is an important role in work discipline. Furthermore, it can be interpreted that work discipline, employees at UPT Puskesmas Tembuku I tend to be reflected in attendance at work which is indicated by the highest average gain (4,176). Information related to career development provides an indication that exposure has the highest factor weighting, amounting to 0.907. This result indicates exposure considered most important role in career development. Furthermore, it can be interpreted, career development, employees at UPT Puskesmas Tembuku I Bangli Regency are also reflected in exposure.

This finding provides important instructions for leaders at the UPT Puskesmas Tembuku I, Klungkung Regency to pay attention to work discipline on employee attendance at work.

With this, employees at UPT Puskesmas Tembuku assess career development, which is determined by exposure. This finding provides important clues for the leadership of the UPT Puskesmas Tembuku I Bangli Regency to pay attention to this matter in order to achieve maximum employee performance.

Work discipline according to Siswanto (2010:278) work discipline is an attitude of respect, respect, obedience and obedience to the applicable regulations, both written and unwritten, to avoid receiving sanctions if he violates the duties and authorities given to him. Discipline is training, especially the training of the mind and attitude to produce self-control, the habit of obeying the applicable rules. Thus it can be said that the problem of discipline is always related to the observance of order. Obedience out of fear is not good discipline. Good discipline arises from within a person because of his awareness of the discipline.

The results of this study are in line with Satrio, (2011), Indah Lestari (2011), Wiyani (2014), Cintia (2011), and Merianis (2010) who stated that the results of the study found that work discipline had an effect on employee career development.

### **The Effect of Work Motivation on Employee Performance**

The results of statistical data analysis show that work motivation has a positive and significant effect on employee performance, so the analysis of this research model shows that the higher the work motivation, the higher the employee performance.

Information related to work motivation provides an indication that work motivation on indicator X has the highest loading factor value of 0.957. These results indicate that what is considered important in work motivation is motivation X. Furthermore, work motivation is reflected by motivation X with an average value of 4.16. The information from Table 5.16 above provides an indication that the employee's work objectives are: get the highest factor weight is 0.924. This result indicates that employee work targets are an important indicator of their role in employee performance. Furthermore, it can be interpreted that the performance of employees at UPT Puskesmas Tembuku I tends to be reflected in the work targets of employees.

Thus, employees at UPT Puskesmas Tembuku I, Bangli Regency assess employee performance as determined by the employee's work goals in order to achieve maximum employee performance. This finding provides an important clue for the leadership of the UPT Puskesmas Tembuku I Bangli Regency to pay attention to employee work targets to achieve maximum employee performance.

Wukir in (Sudiardhita et al., 2018) explains that motivation can be defined as a process that explains the intensity, direction, and persistence of a person in trying to achieve his goals, and have motive to be able to meet the needs, desires, impulses

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or impulses. Therefore, with positive motivation, it can increase productivity and work quality. In essence, employees are motivated to perform their duties depending on what forces and motives influence them. Employees are human beings who have many inner needs that are contained in individual activities, but employees will act in a certain way that leads to the fulfillment of the needs of their employees based on the motivation that is more influential at that time. (Pawirosumarto, Bachelor, & Muchtar, 2017).

The results of this study are in line with Sukmayuda et al., (2019), Win and Faisal (2019) showed that the motivation of employees at work has a positive and significant effect on employee performance.

### **The Effect of Work Discipline on Employee Performance**

The results of statistical data analysis show that work discipline has a positive and significant effect on employee performance, so the analysis of this research model shows that the higher the work discipline, the higher the high employee performance.

Information related to work discipline provides an indication that attendance at work has the highest factor weight, which is 0.933. These results indicate that attendance at work is an important role in work discipline. Furthermore, it can be interpreted that work discipline, employees at UPT Puskesmas Tembuku I tend to be reflected in attendance at work which is indicated by the highest average gain (4,176). The information from Table 5.16 above provides an indication that the employee's work objectives are: get the highest factor weight is 0.924. This result indicates that employee work targets are an important indicator of their role in employee performance. Furthermore, it can be interpreted that the performance of employees at UPT Puskesmas Tembuku I tends to be reflected in the work targets of employees.

Thus, employees at UPT Puskesmas Tembuku I, Bangli Regency assess employee performance as determined by the employee's work goals in order to achieve maximum employee performance. This finding provides an important clue for the leadership of the UPT Puskesmas Tembuku I Bangli Regency to pay attention to employee work targets to achieve maximum employee performance. These findings provide important instructions for leaders at the UPT Puskesmas Tembuku I, Klungkung Regency to pay attention to work discipline on employee attendance at work.

Information related to employee performance provides an indication that the employee's work objectives are: get the highest factor weight is 0.924. This result indicates that employee work targets are an important indicator of their role in employee performance. Furthermore, it can be interpreted that the performance of employees at UPT Puskesmas Tembuku I tends to be reflected in the work targets of employees.

Thus, employees at UPT Puskesmas Tembuku I, Bangli Regency assess employee performance as determined by the employee's work goals in order to achieve maximum employee performance. This finding provides an important clue for the leadership of the UPT Puskesmas Tembuku I Bangli Regency to pay attention to employee work targets to achieve maximum employee performance.

Work discipline is the habit of oneself to be able to work on voluntary social rules and norms that aim to achieve everything that is expected. As an employee, he must have a high sense of discipline, so that whatever has become the goals and expectations of the organization can be achieved as expected (Alexandri & Padjadjaran, 2019). Discipline in a company must be enforced because Hasibun in (Azzahra, Gita Ayuningtias, Anggadwita, & Nurbati, 2019) states that company goals can be realized by enforcing discipline. Work discipline is used as a tool to communicate with employees so that employees want to follow the rules that have been set. Good employee discipline will make the organization achieve its goals easier (Azzahra et al., 2019).

The results of this study are in accordance with Pawirosumarto et al., (2017) and Azzahra et al., (2019) stating that the implementation of discipline in doing work will have an impact that affects employee performance. Work discipline and employee performance are in the high category and work discipline has a positive and significant effect on employee performance.

### **Influence Career Development on Employee Performance**

The results of statistical data analysis show that career development has a positive and significant effect on employee performance, so the analysis of this research model shows that the clearer career development, will lead to high employee performance.

Information related to career development provides an indication that exposure has the highest factor weighting, amounting to 0.907. This result indicates exposure considered most important role in career development. Furthermore, it can be interpreted, career development, employees at UPT Puskesmas Tembuku I Bangli Regency are also reflected in exposure. With this, employees at UPT Puskesmas Tembuku assess career development, which is determined by exposure. This



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finding provides an important clue for the leadership of the UPT Puskesmas Tembuku I, Bangli Regency to pay attention to this matter in order to achieve maximum employee performance.

Performance-related information provides an indication that the employee's work goals get the highest factor weight is 0.924. This result indicates that employee work targets are an important indicator of their role in employee performance. Furthermore, it can be interpreted that the performance of employees at UPT Puskesmas Tembuku I tends to be reflected in the work targets of employees. Thus, employees at UPT Puskesmas Tembuku I, Bangli Regency assess employee performance as determined by the employee's work goals in order to achieve maximum employee performance. This finding provides an important clue for the leadership of the UPT Puskesmas Tembuku I Bangli Regency to pay attention to employee work targets to achieve maximum employee performance.

Career development is very important for an organization, because a career is a need that must be developed in an employee, so that it can motivate employees to improve their performance (Arijanto, 2019). According to Sunyoto in (Arijanto, 2019), career development is the process of increasing individual work abilities carried out to achieve the desired career. The goal of all career development programs is to match the needs and goals of employees with the career opportunities available in the company today and in the future.

The results of this study are in line with Leibowitz et al. in (Otoo & Mishra, 2018) and Arijanto, (2019) suggest that career development has a significant influence on employee performance.

### V. CONCLUSIONS AND RECOMMENDATIONS

Research is said to be good if it finds elements of new findings so that it has a good contribution to science. The novelty that can be reported in this study is that performance measurement refers to a combination of employee work goals and work behavior using ten indicators that can be influenced by work motivation, work discipline and career development variables in a model.

The results of this study can contribute to science, especially for future researchers, that career development can become the connecting variable of work motivation and work discipline, on employee performance. Besides that, the indicators that make up valid work motivation are motivation X and motivation Y, while a valid work discipline indicator is presence at work, Adherence to work regulations, Adherence to work standards, High level of vigilance, Work ethically. Career development variables are measured using Job Performance, Exposure, Loyalty to the organization, Utilization of mentors and sponsors, Management support, Utilization of opportunities to grow, Quitting at your own request and will. Variables are measured using indicators Employee Work Target, Work Behavior.

Policy implications that can be linked with the findings that generated in this study so as to provide a practical contribution for agency leaders to improve performance, through high work motivation and high employee discipline.

The limitations that can be conveyed from this research are related to this research, namely the instrument uses a 5-point Likert scale and does not use an open-ended questionnaire. In addition, this research is based on a relatively short time of research (cross-sectional). This limitation certainly has an impact on the low generalizability of the study.

#### 1.1 Suggestion

Based on these conclusions, the following suggestions can be given:

1. Respondents' assessment of the work motivation variable in this study was in the high category, but the indicators that needed to be improved were Y's motivation by increasing self-control, being more responsible and more innovative. Efforts that can be made are to attend seminars to increase employee motivation.
2. The assessment on the work discipline variable in this study is high, but it needs to be improved, especially on the indicator that is rated the lowest by the respondents, namely working ethically, for that employees are expected mutual respect for fellow employees, build cooperation in carrying out tasks. To increase the harmony in the work, efforts can be made in the form of family gatherings.
3. The assessment of career development variables in this study is in the good category, but the lowest respondent's assessment is known to be an indicator of work performance, for that employees should increase their skills to support their daily work. Skills improvement can be done by attending workshops and learning independently.

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