



Managing Career Development And Discipline As Performance Improvement Factors

Jasmine Balqis Syarahil^{1*} and Ratri Wahyuningtyas²

^{1,2} Telkom University, Bandung, Indonesia
jaminebalqiss@student.telkomuniversity.ac.id

* Corresponding author

Abstract. Introduction/Main Objective: This study aimed to determine the effect of career development and work discipline on the performance of PT Biro Arsitek and Insinjur Sangkuriang employees. Background of the Problem: Based on research at PT Biro Arsitek and Insinjur Sangkuriang, the performance fluctuations indicate that performance is not optimal. Research gaps/Novelty: In the author's research, different objects with different analysis techniques exist. The analysis technique uses structural equation modeling techniques with partial least squares tools. With things that are different from previous research. Research Methods: This research uses quantitative methods and descriptive analysis through surveys as a data collection technique by distributing questionnaires to 48 PT Biro Arsitek and Insinjur Sangkuriang employees. Hypothesis testing uses structural equation modeling analysis techniques with partial least squares tools. Findings/Results: Based on the test results that have been processed, namely, there is an effect of career development on employee performance, and there is an effect of work discipline on employee performance. Conclusions and implications: This study shows the influence of career development and work discipline on employee performance at PT Biro Arsitek dan Insinjur Sangkuriang. So that the results of this study can help PT Biro Arsitek and Insinjur Sangkuriang to increase employee performance levels.

Keywords: Employee Performance, Work Discipline, Career Development.

1 INTRODUCTION

Human resources are considered the most crucial factor in the company because it is tasked with achieving its goals with collaborative efforts between employees. So human resources are an essential factor in the success or failure of the company in achieving its goals. The achievement of company goals will represent the company's work as an organizational achievement. If a company does not have employees, the human resources in the company will not be able to run correctly. The employee is an asset that plays an important role. Companies try to improve employee performance by involving employees in developing organizational goals per the explanation (Permatasari et al., 2019). Many companies are successful because they have good-quality employees. Employee performance influences an organization's success rate (Wulansari & Rahmi, 2019). In his book, Priansa (2018)

© The Author(s) 2023

S. Kusairi et al. (eds.), *Proceedings of the International Conference on Sustainable Collaboration in Business, Technology, Information, and Innovation (SCBTII 2023)*, Advances in Economics, Business and Management Research 265,

https://doi.org/10.2991/978-94-6463-292-7_8

argues that version is when employees do their work by the terms and conditions set. Therefore, managing a highly skilled workforce will result in motivated employees who perform their delegated tasks well so that all tasks can be completed on time. When employees perform well, this will increase overall productivity.

Based on the company's internal data, the number of employees increased in 2020-2021. Still, this could be more efficient because the same person's productivity has increased or decreased in 3 years. In 2019 there were no employees who received the "Less" or "Poor" criteria, and from 2020 to 2021, there were employees who received the "Less" standards. These three years had the highest number of employees according to the "Excellent" criteria. From 2019 to 2021, the "Excellent" measures decreased from 64.4% to 58.6% and in 2021 to 51.7%.

Meanwhile, the fair criteria increased from 11.1% in 2019 to 20.6% in 2020 and decreased by 8.6% in 2021. The performance of PT Biro Arsitek and Insinjur Sangkuriang employees fluctuates from year to year. The fluctuations in performance that occur indicate that performance could be more optimal. To achieve maximum productivity, PT Biro Arsitek and Insinjur Sangkuriang want every employee to have qualifications because employees who perform well can quickly reach their company goals.

Based on internal company data, it is said that the success of tenders in the company is from 2019 to 2022. In 2019 the success reached 33.3%; in 2020, the success increased by 42.5%, but in 2021 and 2020, the success decreased to 23.9% and 21.5%. Therefore, managing a highly skilled workforce will result in motivated employees who perform delegated tasks well so that all functions can be completed on time. Employee performance is essential to the company's success in achieving its goals. Employee evaluation assesses the ability of employees to carry out their duties to achieve company goals. According to Saleem and Amin (2013), several factors that affect employee performance are career development. In research conducted by Pangemanan et al. (2021), it was concluded that career development partially affects employee performance. According to Sutrisno (2017), career development is a personal improvement to realize a career plan. Development is a process of moving human resources to improve conditions within the company (Wahyuningtyas et al., 2022).

Based on the results of interviews with the Director of Administration and Finance of PT Biro Arsitek and Insinjur Sangkuriang on Monday, December 16, 2022, at the company PT Biro Arsitek and Insinjur Sangkuriang, the implementation of career development by holding a training on the skills needed following the scope of work of each division. The training held in this company uses external training vendors who are considered reliable to conduct the training. Each employee must have increased expertise to develop a career at PT Biro Arsitek and Insinjur Sangkuriang. This is to review the differences in abilities possessed by each employee. In every company, a career promotion is highly expected by employees. This is a symbolic mutualism between the company and its employees. This happens because when employees are more competent and increase their skills, the company also has the advantage of having quality employees who can make achieving its vision, mission, and goals more accessible.

In research conducted by Nugraha and Sari (2020), it was concluded that work discipline affects the performance of PT Infomedia Solusi Humanika Bandung Inbound Call Center Division employees. According to research by Rahadi and Octaliani (2019),

employee performance will decrease if discipline and career development decrease. Therefore, work discipline and career development significantly affect employee performance. According to Hasibuan (2017), work discipline is the awareness and willingness of individuals to comply with all company regulations and applicable social norms. Based on the company's internal data, there was a decrease in attendance rates from 2019 to 2021. With 45 employees, the absence rate was 1.6% in 2019, 5.1% in 2020, and 4.4% in 2021. Shows a decrease in attendance between 2019 and 2021, caused by several factors, including lack of information, outside service, illness, permission, training, and leaving early or early. The problem in the company is that employees' absence without notice and tardiness shows that they need to establish a disciplined attitude at work. Moreover, this problem will hinder employees' ability to do their jobs in the company. This study aims to examine the relationship between career development, work discipline, and performance.

2 LITERATURE REVIEW

2.1 Human Resources Management

According to Dessler (2015) in his statement, HR management aims to assess, train and compensate workers by paying attention to essential things such as safety and health in work relationships. Fahmi (2016) states that human resource management is a variety of activities carried out by organizations to develop, attract and retain effective workers. According to Kasmir (2016), human resource management is the management of human resources by planning, providing compensation, and health and safety in relationships with coworkers to achieve company goals. Armstrong and Taylor (2020) argue that human resource management means that employed people are managed and developed in an organization. From the understanding held by previous experts, HR Management is an organizational activity to establish and maintain the quality of their human resources or employees by providing compensation and maintaining their health and safety within the company environment.

2.2 Career Development

According to Sinambela (2019), career development is an effort made by the company to plan employee careers. In addition, according to Jurdi (2018), career development is a series of positions employees will occupy during their tenure. According to Kadarisman (2017), career development refers to individual performance within the company to carry out career plans. career development enhances one's professional talents to pursue the desired career (Masram & Mu'ah, 2017). According to Busro (2018), career development is an employee's career journey at a position level that will be achieved while working in the company. Based on the explanation of the theory above, it leads us to the conclusion that career development is a program that must be held in a company where career growth is crucial for employees because it can improve skills and motivation. Several factors that can influence career development are performance, work productivity, experience, competence and professionalism, and education (Priansa, 2019). Three dimensions of career development are career clarity, self-development, and performance quality improvement (Busro, 2018).

2.3 Work Discipline

Work discipline, according to Hasibuan (2017), is a person's understanding and readiness to obey all administrative regulations and social norms that are in effect. According to Zainal (2017), work discipline is a method managers use to communicate with their employees to encourage behavior modification and increase awareness and motivation to comply with all relevant business policies and social norms. According to Sinambella (2019), work discipline is the knowledge and readiness to follow all organizational rules and social norms that apply personally. Ganyang (2018) says that discipline in the workplace can be understood as the willingness of employees to accept and comply with various established rules. According to Agustini (2019), work discipline is an attitude that complies with applicable regulations in achieving company goals. Thus, discipline in the workplace is a technique managers use to interact with their workforce and encourage them to adjust their behavior according to established rules. Priansa (2019) says there are five factors of work discipline: Compensation, Competence, Leadership, Company rules, and Attention to employees. According to Sutrisno (2019), four dimensions of employee discipline are Compliance with time rules, Service Rules, Adherence to the Code of Ethics in the Workplace, and Adherence to Other Regulations.

2.4 Employee Performance

In his book, Priansa (2019) argues that performance is when employees do their work following the terms and conditions set. According to Mangkunegara (2016), employee performance results from the quality and quantity of a person's work in completing their duties. Bintoro & Daryanto (2017) is the motivation of a person or group to carry out a task in accordance with their work. Kaswan (2017) states that employee performance can be a reflection of an employee's behavior at work with the application of skills and abilities in contributing to achieving company goals. Employee performance refers to the results or achievements given by employees to the company in carrying out various tasks assigned by the organization or company. The effectiveness of a company or organization's workforce significantly impacts the quality of its output, including services and goods. Aguinis (2019) states that the factors in employee performance are cognitive abilities, knowledge and skills, and contextual issues. Employee performance has four dimensions: work quality, work quantity, task execution, and responsibility (Robbins and Judge, 2017).

2.5 The Conceptual Model of the Research

This framework provides a conceptual description of how theory interacts with many aspects that have been identified as important problems (Sugiyono, 2018). Therefore, with the two aspects that have been listed, with the continuity between self-development and work discipline, the straight arrow line explains that this will produce employee performance as the company wants. In accordance with the research of Marpaung, Rangkuti, Ryantono and William (2019), career development and work discipline have a

significant effect on employee performance. So, it can be described through the framework in the figure.

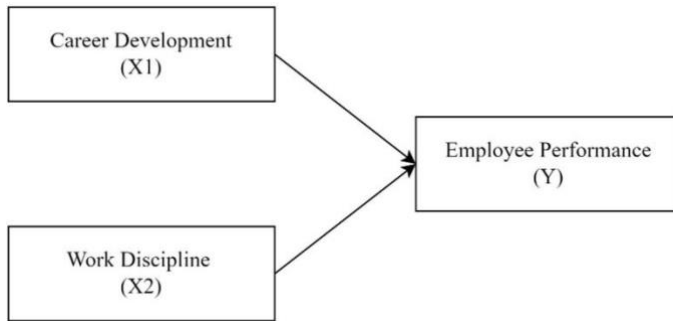


Fig. 1. Research Model

Based on the research model can be explained the research hypotheses as follows:

H1 : There is a significant influence of Career Development on the results of Employee Performance at PT Biro Arsitek and Insinjur Sangkuriang.

H2 : There is a significant influence of Work Discipline on the results of Employee Performance at PT Biro Arsitek and Insinjur Sangkuriang.

3 RESEARCH METHODOLOGY

This study aims to determine the effect of career development and work discipline on the performance of employees of PT Biro Arsitek dan Insinjur Sangkuriang. The object of this research is the company PT Biro Arsitek dan Insinjur Sangkuriang. This research uses quantitative methods and descriptive analysis. This research is a cross-sectional study. This study uses a population of 48 respondents. This study uses saturated sampling by taking all members of the population as many as 48 respondents. The research procedure is to collect data with questionnaires and interviews. Mustafida and Suvarsito (2020) suggest that operational variables are characteristics that can be observed and observed by researchers to make the necessary observations so that researchers can test them on others. Structural equation modelling analysis technique with partial least squares application in this study.

4 RESULT

This study uses career development and work discipline as independent variables and employee performance as the dependent variable. This research was conducted on PT Biro Arsitek dan Insinjur Sangkuriang employees with 48 respondents. Respondent sample data based on gender characteristics are dominated by 40 men, 83.3%, and eight women, or

16.7%. Then the most vulnerable age of respondents is > 40 years, as many as 34 people or 70.8%, and the length of work is dominated by > 5 years, as many as 26 people or 54.2%. The last education is dominated by S1, with as many as 32 people, or 66.7%.

4.1 Results of Descriptive Analysis of Career Development Variables

The first dimension of career development is career clarity which consists of two statement items. Namely, the company has explained how the procedure for increasing work status obtained a respondent response value of 73.33%. The second statement, namely that the company has provided opportunities for competent employees to occupy certain positions per the existing organizational structure, obtained a respondent response value of 84.17%. In the second dimension, namely self-development, there are two statements: the company has provided opportunities to participate in various training, obtaining a respondent's response value of 81.25%. The second statement, namely, the company has provided opportunities for continuing education or further study, obtained a respondent response value of 92.50%. The third dimension is performance quality improvement; there are two statement items: I always uphold the company's vision and mission, obtaining a respondent response value of 90.83%. The following statement, namely I always try to avoid making mistakes at work, obtained a respondent response value of 90.42%. The six statement items from the three career development dimensions fall into the excellent category's continuum line. The company has provided opportunities for employees to develop themselves by attending training and continuing education.

4.2 Results of Descriptive Analysis of Work Discipline Variables

The first dimension of work discipline is Compliance with time rules, which consists of two statement items: I arrive at work on time before the set working hours and obtain a respondent response value of 90.83%. The second statement, I carry out work tasks until daily completion, got a respondent response value of 90.42%. In the second dimension, Compliance with service rules, there are two statements: I always wear work clothes or uniforms set by the company, obtaining a respondent response value of 81.25%. The second statement, namely I always comply with the company's operational standards (SOP) in doing work, obtained a respondent response value of 83.75%. The third dimension is Compliance with the code of ethics in the workplace. There are two statement items. Namely, I always do my duties responsibly, obtaining a respondent response value of 73.33%. The second statement, I maintain behavior according to applicable norms, got a respondent response value of 84.17%. The fourth dimension is obedience to other regulations. There are two statement items: I always obey the rules applied by the company, obtaining a respondent response value of 90.83%. The second statement that I understand and understand the controls and sanctions set by the company got a respondent response value of 90.42%. The eight statement items from the four dimensions of work discipline fall into the continuum line in the excellent category. This indicates that employees of PT Biro Arsitek and Insinjur Sangkuriang have done a good quality job, have obeyed the company's rules, and are always responsible for the tasks that the company has given.

4.3 Results of Descriptive Analysis of Work Discipline Variables Employee Performance

The first dimension of employee performance is the quality of work which consists of two statement items. Namely, I did the work according to the established production standards and obtained a respondent's response value of 90.83%. The second statement, namely the quality of my work is always satisfactory, obtained a respondent's response value of 90.42%. In the second dimension, there are two statements: the amount of work I handle always meets the predetermined target, obtaining a respondent response value of 81.25%. The second statement, namely I can complete the work that has become my responsibility with satisfactory results, obtained a respondent's response value of 83.75%. The third dimension is the implementation of the task. There are two statement items. Namely, I can complete the work quickly without any improvement, obtaining a respondent's response value of 73.33%. The second statement, namely I always complete the work that has become my responsibility within a certain period properly, obtained a response value of 84.17%. The fourth dimension is responsibility. There are two statement items. Namely, I have a high work commitment and responsibility in carrying out my duties to the company, obtaining a respondent response value of 88.75%. The second statement is that I am cautious in maintaining the company's good name, obtaining a respondent response value of 92.50%. The eight statement items from the four dimensions of employee performance fall into the continuum line in the excellent category. Employees have maintained the good name of the company and done their work seriously and by the directions given.

4.4 Structural Equation Modelling

Outer Model

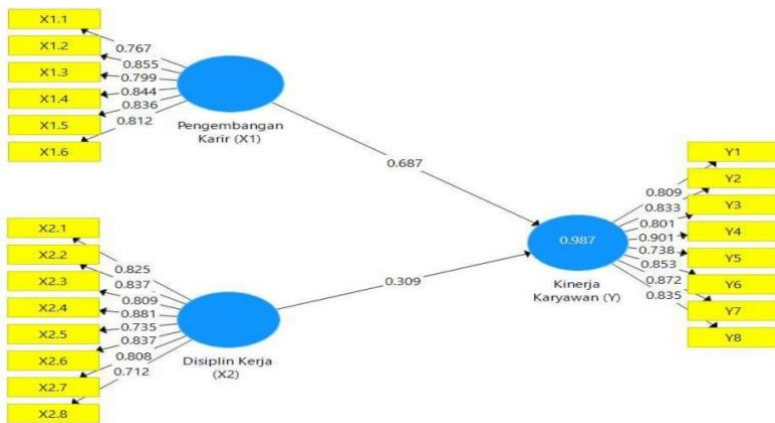


Fig. 2. SEM-PLS Outer Model

The figure shows that six indicators measure the career development variable, eight indicators measure the work discipline variable, and the employee performance variable

will be measured by eight. This research is illustrated with arrows between the variables to be tested. This model is to test how valid and constant each indicator.

Table 1. Loading Factor

Variable	Indicator	Loading Factor	Rule of Thumb	Conclusion
Career Development	X1.1	0.767	0.700	Valid
	X1.2	0.855	0.700	Valid
	X1.3	0.799	0.700	Valid
	X1.4	0.844	0.700	Valid
	X1.5	0.836	0.700	Valid
	X1.6	0.812	0.700	Valid
Work Discipline	X2.1	0.825	0.700	Valid
	X2.2	0.837	0.700	Valid
	X2.3	0.809	0.700	Valid
	X2.4	0.881	0.700	Valid
	X2.5	0.735	0.700	Valid
	X2.6	0.837	0.700	Valid
	X2.7	0.808	0.700	Valid
	X2.8	0.712	0.700	Valid
Employee Performance	Y1	0.809	0.700	Valid
	Y2	0.833	0.700	Valid
	Y3	0.801	0.700	Valid
	Y4	0.901	0.700	Valid
	Y5	0.738	0.700	Valid
	Y6	0.853	0.700	Valid
	Y7	0.872	0.700	Valid
	Y8	0.835	0.700	Valid

Source: Data processed by the author, 2023

The results of preliminary data processing using career development variables are all valid instruments, Work Discipline variables are all valid instruments, and Employee Performance variables are all valid instruments. So, the above instruments have met the criteria > 0.70 .

Table 2. Average Variant Extracted (AVE)

Variable	AVE
Career Development	0.671
Work Discipline	0.652
Employee Performance	0.691

Source: Data processed by the author, 2023

Based on the information presented in the table above, it can be understood that the AVE value of career development variables, work discipline, and employee performance is more than 0.5, so each variable has significant discriminant validity.

Table 3. Reliability

Variable	Composite Reliability	Cronbach's Alpha
Career Development	0.924	0.902
Work Discipline	0.937	0.923
Employee Performance	0.947	0.936

Source: Data processed by the author, 2023

The data processing results in Table 4.10 show that the composite confidence values for all structures are >0.70 . This indicates that all configurations have strong dependability or reliability according to the specified requirements. Furthermore, the reliability test of Cronbach's alpha instrument value shows the results obtained from $\alpha > 0.60$. This means that the results are reliable according to the given requirements. As a result, each variable used for measurement in this study remains valid or has a constant value.

Inner Model

Table 4. R-Square

	R	R Square
Employee Performance	0.987	0.986

Source: Data processed by the author, 2023

The table above displays the findings of the analysis and shows an R-square value of 0.987 for the data. This indicates that career development and work discipline have a 98.7% effect on employee performance, with other factors influencing the remaining 1.3%. Thus, this study's determination test (R2) shows a considerable influence on one another.

Table 5. F-Square

Variable	Employee Performance
Career Development	1.091
Work Discipline	0.221

Source: Data processed by the author, 2023

The data processing results can be seen in the table above, and there are no small size and medium size effects with F-Square criteria of 0.02 and 0.15. These findings indicate that the impact of work discipline and career development has a significant impact on employee performance.

Table 6. Q2 Predictive Relevance

Variable	Q-Square
Employee Performance	0.663

Source: Data processed by the author, 2023

The resulting Q-squared value is 0.663. This means that the q-squared value is greater than zero, so the model is feasible to use in this study and has relevant predictions.

4.5 Results of Hypothesis Testing

Table 7. Path Coefficient Bootstrapping

Hypothesis	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Career Development > Employee Performance	0.687	0.691	0.126	5.459	0.000
Work Discipline > Employee Performance	0.309	0.306	0.127	2.440	0.018

Source: Data processed by the author, 2023

Based on the data processing results in Table 7, the original sample value is 0.687. Therefore, it can be interpreted that the effect of career development on employee performance of PT Biro Arsitek and Insinjur Sangkuriang follows the hypothesis that has been carried out. The t-statistic value is listed at 5.429, which means that the result is greater than the provisions, namely > 1.96. Therefore, this hypothesis has a significant effect. When viewed from the p-value result, which is < 0.05, this states that career development influences employee performance. In Table 7, the original sample value is 0.309. Therefore,

it can be interpreted that the effect of work discipline on employee performance of pt biro arsitek and insinjur sangkuriang is in accordance with the hypothesis that has been carried out. The t-statistic value is listed at 2.440, which means that the result is greater than the provisions, namely > 1.96. Therefore, this hypothesis has a significant effect. When viewed from the p-value result, which is <0.05, this states that work discipline has an influence on employee performance. Fig. 3 shows the inner model processing results which display each variable's original sample value and the T-Statistic value. It means that career development and work discipline positively and significantly influence the dependent variable, namely employee performance.

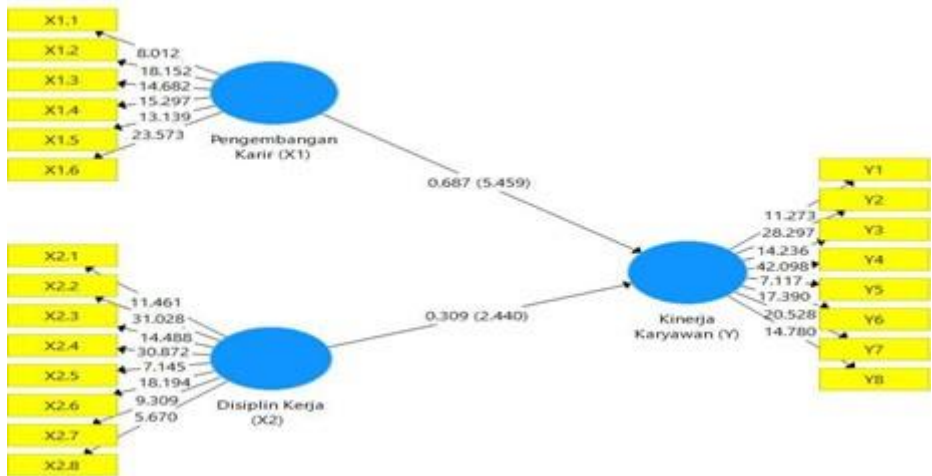


Fig. 3. SEM-PLS Inner Model

5 DISCUSSION

The first dimension is career clarity which consists of two statement items. Namely, the company has explained how the procedure for increasing work status obtained a respondent response value of 73.33%. The second statement, namely that the company has provided opportunities for competent employees to occupy certain positions per the existing organizational structure, obtained a respondent response value of 84.17%. In the second dimension, namely self-development, there are two statements: the company has provided opportunities to participate in various kinds of training, obtaining a respondent's response value of 81.25%. The second statement, namely, the company has provided opportunities for continuing education or further study, obtained a respondent response value of 92.50%. The third dimension is performance quality improvement; there are two statement items: I always uphold the company's vision and mission, obtaining a respondent response value of 90.83%. The following statement, namely I always try to avoid making mistakes at work, obtained a respondent response value of 90.42%. The six statement items from the three career development dimensions fall into the excellent category's continuum line. The

company has provided opportunities for employees to develop themselves by attending training and continuing education.

The first dimension is compliance with time rules, which consists of two statement items: I arrive at work on time before the set working hours obtained a respondent response value of 90.83%. The second statement, I carry out work tasks until daily completion, got a respondent response value of 90.42%. In the second dimension, compliance with service rules, there are two statements: I always wear work clothes or uniforms set by the company, obtaining a respondent response value of 81.25%. The second statement, namely I always comply with the company's operational standards (SOP) in doing work, obtained a respondent response value of 83.75%. The third dimension is compliance with the code of ethics in the workplace. There are two statement items. Namely, I always do my duties responsibly, obtaining a respondent response value of 73.33%. The second statement, I maintain behavior according to applicable norms, got a respondent response value of 84.17%. The fourth dimension is obedience to other regulations. There are two statement items: I always obey the rules applied by the company, obtaining a respondent response value of 90.83%. The second statement that I understand and understand the controls and sanctions set by the company got a respondent response value of 90.42%. The eight statement items from the four dimensions of work discipline fall into the continuum line in the excellent category. This indicates that employees of PT Biro Arsitek dan Insinjur Sangkuriang have done a good quality job, have obeyed the company's rules, and are always responsible for the tasks that the company has given.

The first dimension is the quality of work which consists of two statement items. Namely, I did the work according to the established production standards and obtained a respondent's response value of 90.83%. The second statement, namely the quality of my work is always satisfactory, obtained a respondent's response value of 90.42%. In the second dimension, there are two statements, namely, the amount of work I handle always meets the predetermined target, obtaining a respondent response value of 81.25%. The second statement, namely I can complete the work that has become my responsibility with satisfactory results, obtained a respondent's response value of 83.75%. The third dimension is the implementation of the task. There are two statement items. Namely, I can complete the work quickly without any improvement, obtaining a respondent's response value of 73.33%. The second statement, namely I always complete the work that has become my responsibility within a certain period of time properly, obtained a response value of 84.17%. The fourth dimension is responsibility. There are two statement items. Namely, I have a high work commitment and responsibility in carrying out my duties to the company, obtaining a respondent response value of 88.75%. The second statement is that I am very careful in acting to maintain the good name of the company, obtaining a respondent response value of 92.50%. The eight statement items from the four dimensions of employee performance fall into the continuum line in the good category. Employees have maintained the good name of the company and done their work seriously and in accordance with the directions given.

Career development and work discipline have a positive and significant influence on employee performance, which means that if career development and work discipline in the

company run well, employee performance will also be better. Based on the results of the original sample value, it is found that career development has a greater effect on employee performance of 1.091. This can show that career development has more effect on employee performance, compared to the effect of work discipline on employee performance of 0.221.

According to some findings from previous research on the effect of career development and work discipline on employee performance, such as the research findings of Sudrajat and Maulana (2021), career development affects employee performance. These findings support Julianita (2018) which found that career development significantly affects employee performance. According to Puspasari and Margono (2019), the results of career development have a good and considerable impact on the performance of PT Jasa Raharja Surakarta employees. According to Indrayani (2017), career development has a good and considerable impact on employee performance in star hotels in Bali. Moreover, in agreement with the research findings of Fauzi and Wakhidah (2020) stated that work discipline and career development have an impact on the performance of employees of PT Semarang Autocomp Manufacturing Indonesia simultaneously. These findings support research conducted by Kakui and Gachunga (2016), concluding that career development dramatically affects performance and job training significantly affects employee performance at NCPB. In accordance with the findings of Sarwani (2016), the research findings show that together and partially, work discipline and work environment have a significant influence on employee performance.

6 CONCLUSION AND RECOMMENDATION

This research was conducted at PT Biro Arsitek and Insinjur Sangkuriang. The purpose of this study was to determine how the influence of career development on employee performance at PT Biro Arsitek and Insinjur Sangkuriang, knowing how the influence of work discipline on employee performance at PT Biro Arsitek and Insinjur Sangkuriang. This study collected data through a questionnaire with 48 respondents. The author has collected and processed data, tested hypotheses, and analyzed data descriptively on the results of questionnaires that have been distributed. The author can draw the following conclusions:

1. Career development has a positive and significant effect on the performance of PT Biro Arsitek and Insinjur Sangkuriang employees.
2. Work discipline has a positive and significant effect on the performance of PT Biro Arsitek and Insinjur Sangkuriang employees.

In the research entitled *The Effect of Career Development and Work Discipline on Employee Performance of PT Biro Arsitek and Insinjur Sangkuriang*, the authors advise companies to explain the increase in work status to employees. The company should provide opportunities for more competent employees to occupy appropriate positions by promotion. Another consideration for the company is to improve employee career development so that their career paths can be more developed. In addition, the company should be more assertive to employees regarding punctuality at work. For future researchers to be able to conduct maximum research with companies with a broad scope and a larger

population. In addition, future researchers can use intervening variables in their research. Future researchers are expected to increase references as a comparison and use more complex variables such as work motivation, work stress, compensation, turnover, and others.

In this research process, there are limitations, namely that this study only examines several variables so that further researchers need to be developed. And there is a limited number of populations in this study.

REFERENCES

1. Aguinis, H.: *Performance management for dummies*. Hoboken, NJ: Wiley. (2019).
2. Busro, M.: *Teori-Teori Manajemen Sumber Daya Manusia*. Jakarta: Prenadameidia Group (2018).
3. Dessler, G.: *Manajemen Sumber Daya Manusia*. Jakarta: Salemba Empat. (2015).
4. Fahmi, I.: *Manajemen Sumber Daya Manusia Teori dan Aplikasi*. Bandung: Alfabeta. (2016).
5. Fauzi, M., & Wakhidah, N.: Pengaruh Disiplin Kerja, Motivasi Kerja dan Pengembangan Karir terhadap Kinerja Karyawan PT. Semarang Autocomp Manufacturing Indonesia. *Jurnal Ekonomika Dan Bisnis*, 7(1), 72–86. (2020).
6. Hasibuan, M.S.: *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara. (2018).
7. Indrayani, I. G. A. P. W.: Pengaruh Program Pengembangan Karir terhadap Kinerja Karyawan Hotel Berbintang di Bali: Motivasi Kerja sebagai Variabel Pemediiasi. *Jurnal Kepariwisata*, 16(2), 42–56 (2017).
8. Jurdi, F.: *Manajemen Sumber Daya Manusia Strategi Pengelolaan SDM Berkualitas Dan Berdaya Saing*. Malang: Intrans Publishing (2018).
9. Mangkunegara, A.P.: *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT. Remaja. (2016).
10. Rosdakarya Nugraha, C.A. and Sari, F.P.: Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan (Studi Pada Pt Infomedia Solusi Humanika Bandung Divisi Inbound Call Center), *Jurnal Mitra Manajemen*, 4(3), pp. 352–362 (2020).
11. Pangemana, N.D., Pio, R.J., & Sambul, S.A.P.: Pengaruh Pengembangan Karir dan Kompensasi terhadap Kinerja Karyawan. *Productivity*. 2 (3). e-ISSN. 256-261 (2021).
12. Permatasari, A., Amadea, C., Anggadwita, G., & Alamanda, D. T.: An Integrated Human Resources Model in Manufacturing Companies: A Case of Indonesia. *IOP Conference Series: Materials Science and Engineering*, 505, (2019).
13. Priansa, D.J.: *Perencanaan & Pengembangan SDM*. Bandung. Alfabeta. (2019).
14. Puspasari, W.A., and Margono.: Pengaruh Lingkungan Kerja dan Pengembangan Karyawan terhadap Kinerja Karyawan PT. Jasa Raharja Surakarta. *Ragam Penelitian Mesin*, 17(1), 53-61 (2019).
15. Robbins, S.P., and Judge, T.A.: *Organizational Behavior*, Seventeenth edition. England: Pearson Education Limited. (2017).
16. Salem, Sharjeel & Amin, Saba. The Impact of Organizational Support for Career Development and Supervisory Support on Employee Performance: An Emperical Study From Pakistani Academic Sector. *European Journal of Business and Management*. 5(5),194-207 (2013).
17. Sarwani.: The Effect Of Work Discipline And Work Environment. On The Performance Of Employees. *Jurnal Internasional Sinergi*, 6(2), 53-67.
18. Sinambela, L.P.: *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara. (2019).

19. Sudrajat, P.A., & Maulana, R.: Pengaruh Pengembangan Karir dan Kompensasi terhadap Kinerja Karyawan. *Jurnal Ekonomak*, 7(3), 74-87 (2021).
20. Sutrisno, E.: *Manajemen Sumber Daya Manusia*. Jakarta: Kencana Prenada Media Group. (2019).
21. Wahyuningtyas, R., Disastra, G. and Rismayani, R.: Toward cooperative competitiveness for community development in Economic Society 5.0. *Journal of Enterprising Communities [Preprint]*. (2022).
22. Wulansari, P. and Rahmi, A.U.: The Effect of Employee Competence and Motivation on Employee Performance. *Proceedings of the 1st International Conference on Economics, Business, Entrepreneurship, and Finance (ICEBEF 2018)*,. 683–685 (2019).
23. Zainal, V. R., Ramly, M., Mutis, T., & Arafah, W.: *Praktik, Manajemen sumber Daya Manusia untuk Perusahaan: Dari Teori ke Praktik*. Rajawali Press. (2017).
24. Kaswan.: *Teori-Teori Pelatihan dan Pengembangan*. Penerbit Alfabeta. Bandung (2016).
25. Ganyang, M. T.: *Manajemen Sumber Daya Manusia (Konsep dan Realita)*. Bogor: IN MEDIA (2018).
26. Masram dan Mu'ah.: *Manajemen Sumber Daya Manusia*. Zifatama Publiser, Sidoarjo (2017).
27. Kasmir.: *Manajemen Sumber Daya Manusia (Teori dan Praktik) (Pertama)*. PT Raja Grafindo Persada. (2016).
28. Kadarisman: *Manajemen Pengembangan Sumber Daya Manusia*. Jakarta: Raja Grafindo Rosada. (2017).

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

