

## The Influence of Work Discipline and Career Development on Employee Performance with Motivation as a Mediating Variable (Case Study at PT. PNM Regional Probolinggo 2)

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### ABSTRACT

This research determine the role of motivation in influencing work discipline and career development on employee performance of PT PNM Regional Probolinggo 2. The respondents are all account officer employees at PT PNM Regional Probolinggo 2, totalling 371 employees. The technique of sampling using random sampling method which amounted to 100 employees. Method of analysis using SEM and PLS. The results showed that Work Discipline has a positive effect on Work Motivation. Work discipline has no effect on employee performance. Career Development has a positive effect on Work Motivation. Career Development has no effect on Employee Performance. Work Motivation has a positive effect on Employee Performance. Work Discipline affects Work Motivation through Employee Performance. Career Development affects Work Motivation through Employee Performance

## INTRODUCTION

Human resources have a very important role in determining the success, development, and progress of the organisation in realising its existence in society, both government and non-government agencies in this case the private sector. People who are in an organisation function as implementers of activities that are the main key to the success of an organisation. A productive person is certainly able to make a good contribution to the company or organisation, otherwise an unproductive person is one of the triggers for the decline of a company or organisation. The main objectives of companies and organisations in order to be realised, companies need quality human resources and have high work discipline, which in this case are employees (Robbins & Judge, 2019).

Researchers took objects at PT PNM Regional Probolinggo 2 because of the decline in work motivation of some AOs in achieving optimal performance, lack of punctuality in completing the work given, so that AOs are reluctant or lack of compliance with applicable regulations in the company. There are influences that come from the environment, such as co-workers who have also decreased their enthusiasm and there is no example that should be used as a reference in achieving good performance, and there is still a weak level of work coordination between one work unit and another. Thus, the rhythm of the speed of work achievements has decreased and will indirectly have an impact on collective performance achievement. If this is not handled immediately, it will have an impact on the motivation of the mentoring customers. The following is the value of the amount of financing achieved by PT PNM Regional Probolinggo 2:

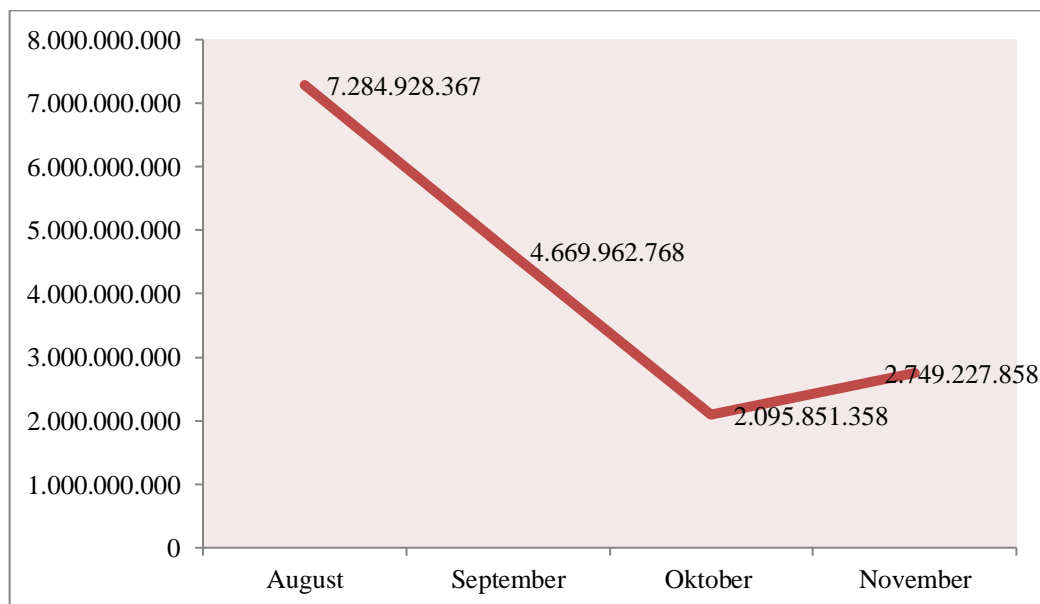


Figure 1. Total Financing of PT PNM Regional Probolinggo 2  
Source: PT PNM Regional Probolinggo 2, Year 2022

Based on figure 1 shows that the amount of financing of PT PNM Regional Probolinggo 2 in 2022 tends to experience a decrease in OS (Outstanding) financing due to high employee turnover. One of the causes of employee turn over is because employees experience overload on the number of managed customers so that customers who should be processed for the next cycle and get greater financing are not processed.

In this study, researchers also compared several previous journals. Based on previous studies, there are similarities and differences in results regarding how the mediating role of work motivation on career development and work discipline on employee performance of PT PNM Regional Probolinggo 2. First, how is the influence between work motivation and employee performance. According to Alim's research (2018) shows that work motivation affects employee performance. This is different from the research made by Hutajulu (2020), where the results of work motivation do not affecting employee performance.

Second, research on the effect of work discipline on work motivation and employee performance also produces different results. Sesi (2020) found that work discipline has a significant effect on work motivation. Research with different results proven by Farhah (2020) found that work discipline do not affecting work motivation. In relation to employee performance. Hidayat (2021) found that work discipline affecting employee performance positively.

Third, research on the effect of career development on work motivation and employee performance also produced several different results. Wulan (2021) found that career development affecting work motivation. Research with different results was proven by Christine (2021) who found that career development do not affecting work motivation. In relation to employee performance, research conducted by Fahmi (2021) found that career development has a positive effect or influence on employee performance.

## LITERATURE REVIEW

According to Wibowo (2016: 271) Work discipline is an skill to carry out a task based on knowledge and ability supported by the work attitude. According to Rivai (2015: 230) defines work discipline (competency) as a fundamental characteristic of a person that has a direct effect on, or can describe, great performance. In other words, work discipline is what great performers do more often in particular situations with better results, than what ordinary performers do.

According to Handoko (2000), career development is an increase in personal improvement that a person does to achieve a career plan. Better career development is expected by every employee, because with this development they will get better rights than what they got before, both material and non-material, such as increased income, improved facilities and so on. While non-material rights such as social status, feelings of pride and so on.

According to Timothy (2015: 49) work motivation is a feeling of happiness towards work, which results from an evaluation of its characteristics and serves for self-actualisation. Meanwhile, according to Bangun (2012: 327) Work

motivation is an individual thing, different people have different level of satisfaction based on the value system that applies to him. Meanwhile, according to research by Rachmelya et al., (2017) Work motivation is an phenomena that describes someones feelings about happiness or satisfaction at work. When employees join an agency they will bring a set of desires, needs, wants and last experiences that mixed to form work expectations. Work motivation shows the compatibility between a person's expectations and the rewards given by the job.

Robbins (2016: 260) describe performance as a result achieved in employees work according to particular criteria that apply to a job. Employee performance shows how far the employee's ability to complete the tasks. The assessment carried out will later become a meaningful input in assessing the performance carried out and further improvements can be made, or what is commonly called continuous improvement.

## **METHODOLOGY**

### **Research Design**

Research design discusses a plan, structure, and research strategy in terms of answering questions and containing relevant information in accordance with the planned research needs. This study uses Explanatory Research, which is a type of research that aims to analyse the relationship or influence between variables through hypothesis testing.

### **Population and Sample**

The population in this study were all account officer employees at PT PNM Regional Probolinggo 2, totalling 371 employees. The sampling technique used a random sampling method totalling 100 employees.

### **Data Analysis Method**

Using smartPLS to describe data management and SEM to find weakness in regression method.

**RESEARCH RESULT**

**Results Outer Model Analysis and Convergent Validity**

Loading factor or outer loading value use to test the convergent validity. The indicator meet convergent validity if the outer loading value above 0.7.

Table 1. Outer Loading

Variabel	Indikator	Outler Loading
Work Discipline (DK=Disiplin Kerja in Indonesian)	DK1	0,871
	DK2	0,779
	DK3	0,737
	DK4	0,915
	DK5	0,925
	DK6	0,915
	DK7	0,884
	DK8	0,914
	DK9	0,927
	DK10	0,882
Career Development (PK = Pengembangan Karir in Indodesian)	PK1	0,945
	PK2	0,794
	PK3	0,918
	PK4	0,931
	PK5	0,944
	PK6	0,839
Work Motivation (MK = Motivasi Kerja in Indonesian)	MK1	0,854
	MK2	0,910
	MK3	0,743
	MK4	0,917
	MK5	0,901
	MK6	0,864
	MK7	0,947
	MK8	0,61
	MK9	0,909
	MK10	0,924
Employee Performance (KK = Kinerja Karyawan in Indonesian)	KK1	0,911
	KK2	0,898
	KK3	0,889
	KK4	0,951
	KK5	0,931
	KK6	0,891
	KK7	0,953
	KK8	0,917
	KK9	0,894
	KK10	0,938

Source: Data Processed, 2023

All outer loading value above 0.7. so all indicators of the research variables are declared valid.

**Composite Reliability**

Using composite Reliability to test reliability value each indicators on each variable. A variable fulfill composite reliability if it has a composite reliability value above 0.6.

Table 2. Composite Reliability

Variabel	Composite Reliability
Competence (C)	0.971
Non- Financial Compensation (NFC)	0.982
Job Satisfaction (JS)	0.973
Work Achievement (WA)	0.961

All composite reliability value above 0.6. so the overall variable has a high level of reliability.

**Cronbach Alpha**

Another reliability test is Cronbach alpha. Cronbach alpha value should above 0.7.

Table 3. Cronbach Alpha

Variabel	Cronbach Alpha
Competence (C)	0.966
Non- Financial Compensation (NFC)	0.979
Job Satisfaction ( JS)	0.969
Work Achievement (WA)	0.951

Source: Data Processed, 2023

All Cronbach alpha value above 0.7, so all variables have a high level of reliability.

### Hypothesis Test

Below are the results of hypothesis testing through the inner model:

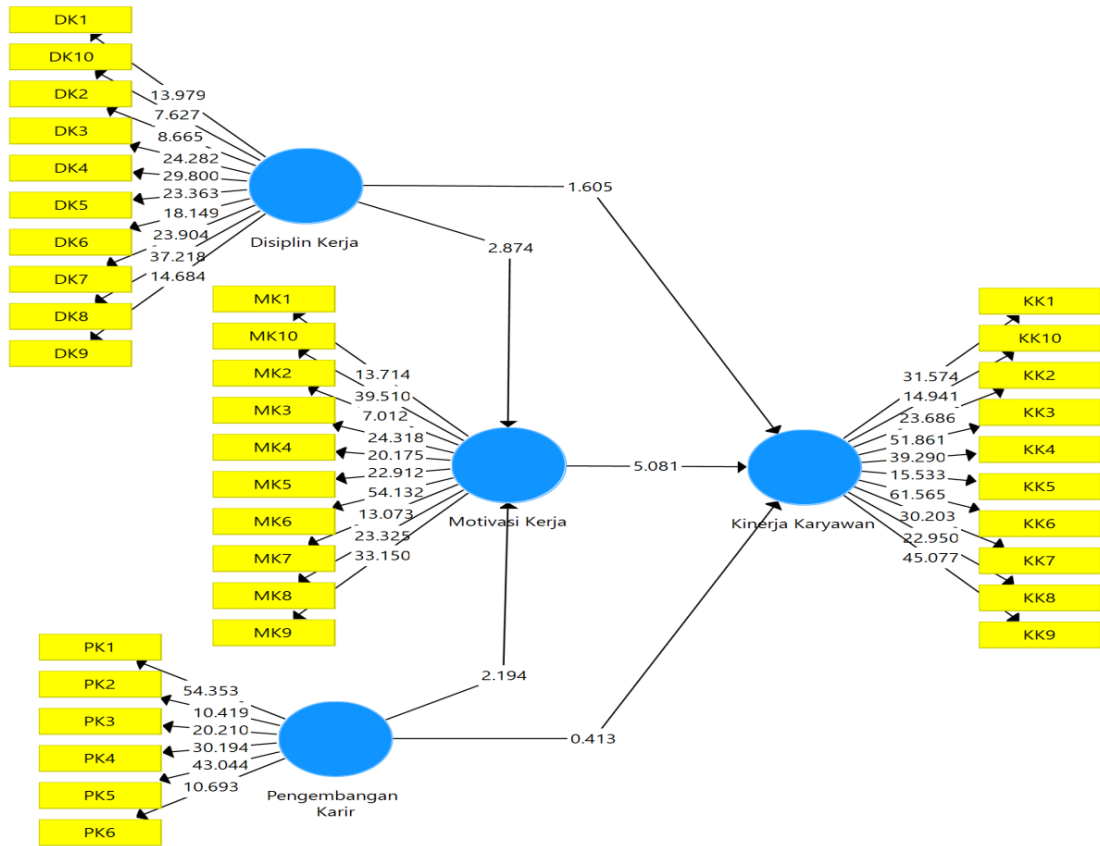


Figure 2. Partial Least Square Testing Model SmartPLS 6.0  
 Source: Data Processed, 2023

The direct effect and indirect effect of the relationship between variables. The test results of direct effect the relationship between variables.

Table 4. The Influence Between Variables

Variable	Path Coefficients	P-value	Result
$X_1 - Y$	0.160	0.112	Not Significant
$X_1 - Z$	0.516	0.005	Significant
$X_2 - Y$	0.775	0.000	Significant
$X_2 - Z$	0.051	0.681	Not Significant
$Z - Y$	0.434	0.031	Significant

Source: Appendix 1

1. Work Discipline (DK) path coefficients value on Employee Performance (KK) is positive  $\beta = 0.160$ . p-value 0.112 so the result is not significant because p-value is more than 0.05. So Work Discipline (DK) not affecting Employee Performance (KK).

2. Work Discipline (DK) path coefficients value on Work Motivation (MK) is positive  $\beta = 0.516$ . p-value 0.005 so the result is significant because p-value is less than 0.05. So Work Discipline (DK) affecting Work Motivation (MK).

3. Career Development (PK) path coefficients value on Employee Performance (KK) is positive  $\beta = 0.775$ . p-value 0.000 so the result is not significant because p-value is less than 0.05. So Career Development (PK) not affecting Employee Performance (KK).

4. Career Development (PK) path coefficients value on Work Motivation (MK) is positive  $\beta = 0.051$ . p-value is 0.681 so the result is significant because p-value is more than 0.05. So Career Development (PK) not affecting Work Motivation (MK).

5. Work Motivation (MK) path coefficients value on Employee Performance (KK) is positive  $\beta = 0.434$ . p-value 0.031 so the result is significant because p-value is less than 0.05. So Work Motivation (MK) affecting Employee Performance (KK).

Based on testing the indirect effect on the Structural Equation Model (SEM) analysis, it shows that:

1. Path coefficients value of Work Motivation (MK) is  $\beta = 400$  positive. The p-values are 0.016 this result is significant since the p-value is less than 0.05. This means that Work Discipline is proven to have an effect on Employee Performance through Work Motivation at PNM Probolinggo Branch Area 1 mekaar program.

2. Path coefficients value of Work Motivation (MK) is  $\beta = 0.336$  positive. The p-value is 0.019 this result is significant since the p-value is less than 0.05. This means that Career Development is proven to have an effect on Employee Performance through Work Motivation at PT. PNM Regional 2.

## DISCUSSION

### The Effect of Work Discipline on Work Motivation

Hypothesis test result shows that Work Discipline affects Work Motivation based on the significance level which is 0.005. The effect shown by the regression coefficient is positive, it means greater the Work Discipline, the more work motivation PT. PNM Probolinggo 2 will increase.

Work discipline and Work motivation are two separate things, but these two things have a relationship in the realization of a company's activities. Work motivation to enforce and improve employees work discipline to achieve maximum work results. Motivation encourages person to carry out particular activities, furthermore motivation usually defined as a factor driving ones behaviour.

Same with Alim (2018), Hutajulu (2020), Sesi (2020), Farhah (2020), Hidayat (2021), Wulan (2021), Christine (2021), Fahmi (2021), and Nazmi et al (2021) in their research explaining that work discipline affects work motivation. But there is a research gap in the research results in their research explaining that work discipline affects work motivation. On the other hand, there are different research results where Nelizulfa (2018) explains that work discipline not affecting work motivation.

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

Hypothesis test result shows that work discipline not affecting employee performance based on significance level which is 0.112, it means the higher the work discipline, the performance of PNM employees in the PT. PNM Probolinggo 2 does not change.

Work discipline is one of the benchmarks of work performance assessment. People who are able to show a disciplined attitude at work tend to have rigour and have great responsibility for the tasks they are responsible for. The lightness of a task that is the responsibility of a worker is viewed or responded to differently from other workers, this depends on each individual in viewing the work.

Same as Alim (2018), Hutajulu (2020), Sesi (2020), Farhah (2020), Hidayat (2021), Wulan (2021), Christine (2021), Fahmi (2021), and Nazmi et al (2021) in their research explaining that Career Development affects Work motivation. On the other hand, there are different research results where Nelizulfa (2018) explains that Career Development has no effect on Work motivation.

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

Hypothesis test shows that Career Development affects Work Motivation based on significance level which is 0.031. The effect shown by the regression coefficient is positive, it means greater the Career Development, greater the Work Motivation of PT. PNM Probolinggo 2.

According to Susilo (2007: 182) work motivation is able to cause encouragement or work enthusiasm or in other words a driver of work enthusiasm. Therefore, the career development programme has a significant role in increasing employee motivation.

Same as Alim (2018), Hutajulu (2020), Sesi (2020), Farhah (2020), Hidayat (2021), Wulan (2021), Christine (2021), Fahmi (2021), and Nazmi et al (2021) in their research explaining that work discipline affects performance. On the other hand, there are different research results where Nelizulfa (2018) explains that work discipline not affecting performance.

### **The Effect of Career Development on Employee Performance**

Hypothesis test shows that Career Development has no effect on Employee Performance based on significance level which is 0.681. It means higher the Career Development, the Employee Performance of PT. PNM Probolinggo 2 program does not change.

Career development is a way to enhance work ability which encourages better performance to reach career that ones desired. Career development should be supported by the company and employees should perform well in doing their jobs. Same as by Alim (2018), Hutajulu (2020), Sesi (2020), Farhah (2020), Hidayat

(2021), Wulan (2021), Christine (2021), Fahmi (2021), and Nazmi et al (2021) in their research explaining that Career Development affects Performance. On the other hand, there are different research results where Syahril (2018) explains that Career Development has no effect on Performance.

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

Hypothesis test shows that Work Motivation affects Employee Performance based on significance level which is 0.000. The effect shown by the regression coefficient is positive, it means greater the Work Motivation, the greater Employee Performance of PNM Probolinggo Branch Area 1 mekaar program.

Providing motivation given to employees will increase employee enthusiasm and performance to the company. Motivation is an encouragement of driving force that creates enthusiasm in working, so that they eager to work together effectively and integrate with all efforts to reach satisfaction even motivation is the best tool for the best performance.

Same as Alim (2018), Hutajulu (2020), Sesi (2020), Farhah (2020), Hidayat (2021), Wulan (2021), Christine (2021), Fahmi (2021), and Nazmi et al (2021) in their research explaining that work motivation affects performance. On the other hand, there are different research results where Nelizulfa (2018) explains that work motivation has no effect on performance.

## **CONCLUSION AND RECOMMENDATIONS**

### **Conclusion**

The results showed that Work Discipline affecting Work Motivation. Work discipline has no effect on employee performance. Career Development affecting Work Motivation. Career Development not affecting Employee Performance. Work Motivation affecting Employee Performance. Work Discipline affects Work Motivation through Employee Performance. Career Development affects Work Motivation through Employee Performance.

### **Recommendation**

PT. PNM Probolinggo 2 should pay attention to Work Discipline and Career Development because the research results are not in line with the theory that states a harmonious relationship between Work Discipline and Career Development on Employee Performance. For academics, this research provides an overview of objects and variables, the object used is PT. PNM Probolinggo 2, the variables used are Work Discipline, Career Development, Work Motivation, and Employee Performance which can be used as additional knowledge about human resource management by interested parties.

### **FURTHER STUDY**

This research still has limitations, so it is necessary to carry out further research related to the topic of The Influence of Work Discipline and Career Development on Employee Performance with Motivation as a Mediating Variable in order to improve this research and add insight to readers.

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