

THE EFFECT OF WORK DISCIPLINE AND HR CAREER DEVELOPMENT ON COMPANY PERFORMANCE AND ACHIEVEMENT

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ABSTRACT

Assessment of the performance and achievement of each unit of the company is very important to be carried out every certain period to provide a trigger for each unit in maintaining or improving the performance and achievements to be achieved. As for the better, the level of performance and achievement achieved by each unit will provide benefits to the company. Although currently there are sophisticated technologies that greatly impact various company activities and can improve the efficiency, performance, and achievement of human resources, it is an important factor in an organization. Human resources are very important to be given direction and guidance from human resource management to produce optimal performance. The optimal form of performance in human resources is influenced by the work discipline that exists in each employee/worker and the success of career development activities carried out by the existing human resource management at the company. This research was conducted to see how the influence of work discipline and career development in human resources on the performance and achievements of the company.

Keywords: Work discipline, HR Career development, Company performance, and achievements.

1. INTRODUCTION

One of the strategic factors which is an important factor in the management of an organization is human resources. Even though the company has been supported by modern technology, the company cannot be separated from human labor. Human resources are very important to be given direction and guidance from human resource management to produce optimal performance. The optimal form of performance in human resources is influenced by the work discipline that exists in each employee/worker and the success of career development activities carried out by the existing human resource management at the company.

In carrying out its duties in each company unit, there are an assessment of the company's performance and achievements which are assessed by the HR and Talent Division of the

central unit each semester in each year. The performance and achievement values obtained by each unit of the company are influenced by internal factors of each employee, namely work discipline and external factors carried out by the human resources division of each parent unit, namely the career development of each employee.

Based on the background of the problem above, the problem formulation of this article is to review the theory of the influence of the independent variable on the dependent variable as shown below:

- 1) How is the influence of employee/worker work discipline on company performance and achievement?
- 2) How is the influence of employee/worker career development on company performance and achievement?

2. MATERIALS DAN METHODS

2.1. Work Discipline

Work discipline as an attitude of respect, respect, and obedience to applicable regulations, both written and unwritten and being able to carry it out, does not evade sanctions if it violates the duties and authorities given to it. Work discipline is a form of employee self-control and regular implementation and shows the seriousness of the work team in an organization. Good work discipline refers to a person's sense of responsibility for the task assigned to him. Discipline that does not come from a human conscience will result in a weak and unsustainable discipline. The application of work discipline for employees aims to encourage employees to be willing and willing to follow various standards or rules that apply in a company, so that job abuse can be overcome (Arenofsky, 2017).

Good discipline will grow and emerge from the results of human consciousness. Good discipline reflects the amount of responsibility a person has for the tasks assigned to him, this encourages morale, morale, and the realization of organizational goals. Good discipline from employees will also show that the organization can maintain and maintain the loyalty and quality of its employees, from this discipline the value of employee performance can also be seen. In general, work discipline can be seen if employees come to the office regularly and on time, dress neatly at work, use office equipment with care, produce a satisfactory amount and quality of work by following the work methods specified by the company and completing work in a manner well and good. have high morale (Webb et al., 2013). Work discipline is very important to ensure the maintenance of order and the smooth execution of each task. Without

high work discipline, it is difficult for companies to succeed.

2.2. Career Development

Career Development is several work positions held by a person during the work life cycle from the lowest position to the top position (Sinambela, 2016). Meanwhile, according to Bernardin and Russel (2013) career is the perception of a person's attitudes and behavior related to activities and experiences in the span of a person's work journey. Some opinions regarding the notion of career development are as follows.

- 1) Career development is a series of positions or positions occupied by a person during a certain lifetime.
- 2) Career development is a change in values, attitudes, and motivations that occur in a person because with the addition of age it will be more mature.
- 3) Career development is an effort that is carried out formally and sustainably with a focus on improving and increasing one's abilities.
- 4) Career development is a condition that indicates an increase in the status of a person in an organization on the career path that has been determined in the organization concerned. (Samsudin, 2010).
- 5) Career development is an effort made by an organization in planning the career of its employees, which is referred to as career management, including planning, implementing, and supervising careers (Sinambela, 2016).
- 6) Career development is a series of activities to prepare an individual for planned career advancement (Mondy, 1993).

According to Ardana (2012), there are three

phases in the career development program, namely:

1) Planning Phase.

In this planning phase, the activity aligns the employee's design and the company's design regarding careers in the environment around them. The purpose of this phase is to identify the strengths and weaknesses of employees in carrying out their duties.

2) Briefing Phase

This briefing phase is to help employees to be able to make their plans into reality, namely by establishing the career they want and arranging the steps that must be taken to make it happen. So from the above statement, it can be concluded that there are three ways of approaching, namely: a. Briefing by organizing career counseling. b. Approach by providing career information services. c. Providing career education to employees to develop the knowledge and abilities possessed by these employees.

3) Development Phase

This development phase is the grace period that the employee uses to meet the requirements that make a move from one position to another that he wants. During this phase, employees can carry out activities to improve and increase their knowledge, skills, according to the desired position. So that employees must try to realize their creativity and initiatives that can support them to enter a position or position in the future. It can be concluded that career development is a process of increasing individual workability which is seen starting in planning activities and achieving goals.

2.3. Personnel Performance

Personnel Performance is the result of work both in quality and quantity achieved by a

person in carrying out tasks according to given responsibilities (Mangkunegara, 2002). Employee performance is a performance as a result of performance that can be achieved by a person or group of people in an organization both qualitatively and quantitatively, following their respective authorities, duties, and responsibilities to achieve the goals of the organization concerned legally, does not violate the law and following morals or ethics (Moeheriono, 2012). Achievement or performance is a record of the results obtained from certain job functions or activities during a certain period (Bernadin & Russel, 2006).

The performance has been examined by many previous researchers including: (Ali, Limakrisna, et al., 2016), (Prihartono & Ali, 2020), (Ansori & Ali, 2017), (Harini et al., 2020), (Riyanto, Pratomo, et al., 2017), (Brata, Husani, Hapzi, 2017), (Agussalim, Kristin, et al., 2016), (Agussalim, Kristin, et al., 2016), (Ali, Limakrisna, et al., 2016), (Desfiandi et al., 2017), (Sulaeman et al., 2019), (Ansori & Ali, 2017), (Djojo & Ali, 2012), (Riyanto, Sutrisno, et al., 2017), (Prayetno & Ali, 2017), (Ridwan et al., 2020), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Agussalim, Ayu Rezkiana Putri, et al., 2016),

From several theories regarding performance, it can be concluded that performance is a result of work or the level of success achieved by workers in their field of work which can be directly reflected in the output produced both in terms of quantity and quality, according to the criteria applied to the job. Which can be measured through 1) technical capability; 2) Conceptual skills; 3) Responsibility; 4) Initiatives; and 5) Interpersonal relationship skills.

2.4. Company performance

Company Performance is a general term used to show part or all of the actions or activities of an organization in a period (Mulyadi, 2001 in Hanuman, 2011). According to (Mulyadi, 2007: 328 in Nugrahayu and Retnani, 2015) company performance is the success of the company as a whole in achieving selected strategic goals. Company performance is defined as the company's ability to achieve its goals through efficient and effective use of resources and describes how far a company has achieved its results when compared to previous performance (previous performance) and other organizational performance (benchmarking), as well as to what extent it has achieved its goals and targets. which has been determined (Muhammad, 2008: 14 in Nugrahayu and Retnani, 2015).

2.5. Company Achievements

Measuring company performance as a result of the management decision-making process is a more complex and more difficult issue because it involves issues of the effectiveness of capital utilization, efficiency, and profitability of company activities and concerns the value and security of various demands that arise against the company from third parties. . Company performance is a formal effort carried out by a company to evaluate the efficiency and effectiveness of company activities that have been carried out in a certain period.

2.6. Research Methods

The method of writing scientific articles is by qualitative methods and literature study or Library Research. Reviewing literature books according to the theory discussed, especially in

the scope of Human Resource Management (HRM). Besides that, analyzing reputable scientific articles as well as scientific articles from journals that are not yet reputable. All cited scientific articles are sourced from Mendeley and Google scholars.

In qualitative research, the literature review should be used consistently with methodological assumptions. This means that it must be used inductively so that it does not lead to the questions posed by the researcher. One of the main reasons for conducting qualitative research is that it is explorative in nature (Ali & Limakrisna, 2013).

2.7. Conceptual Framework & Hipotesis

From the formulation of the problem of writing this article and reviewing literature studies from both relevant books and articles, the frame of this article is processed as below.

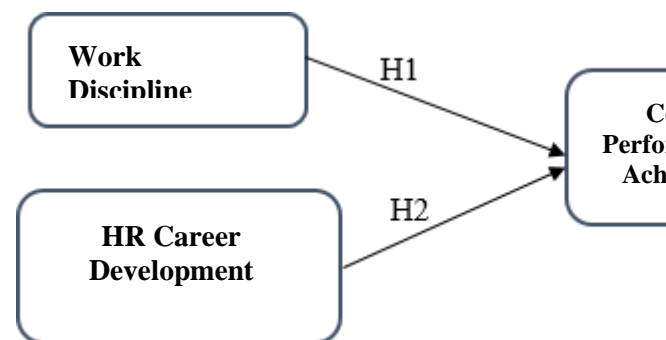


Figure 1. Conceptual Framework

Based on a theoretical study and the relationship between variables, the model or Conceptual Framework of this article to build a hypothesis is as follows:

1) The Effect of Employee Work Discipline on

Company Performance and Achievement: (Carnilla, Mohammad Al and Gunawan, 2014) and (Ahmad Nur Rofi, 2012).

2) The Effect of Career Development on Employees on Company Performance and Achievement: Compensation on Employee Performance based on research results: (Ni Luh Putu and I Wayan, 2016) and (Novitri, 2016).

Based on theoretical studies, review of research results from relevant journals and conceptual frameworks, hypotheses can be formulated for further research, namely:

- 1) Employee work discipline affects the performance and achievement of the Company.
- 2) Employee career development affects the performance and achievement of the Company.

3. RESULT AND DISCUSSION

This article analyzes and discusses the variables of Human Resource Management (HRM), namely: employee work discipline, employee career development, and company performance and achievement.

3.1. Employee work discipline has a relationship and affects company performance and achievement.

Employee work discipline affects work performance in the company concerned, this statement is based on articles from relevant and reviewed research, including (Carnilla, Mohammad Al and Gunawan, 2014) and (Ahmad Nur Rofi, 2012). Based on the results of testing multiple linear regression analysis simultaneously and partially, as well as testing the f-test hypothesis and t-test disciplinary attitudes and behaviors have a positive and

significant effect on job performance. (Carnilla, Mohammad Al and Gunawan, 2014).

According to (Ahmad Nur Rofi, 2012) by testing with partial analysis, the results of the F test and the results of the coefficient of determination (R²) show a positive and significant effect of work discipline and work experience on work performance. Multiple linear regression analysis is an analysis used to determine the effect of the two independent variables (X) simultaneously with the dependent variable (Y). The F test is used to determine the significant effect between two or more independent variables and the dependent variable simultaneously or together. A T-test is used to determine the effect of the independent variable partially with the dependent variable. The coefficient of determination (R²) test aims to determine how much influence the independent variable has on the dependent variable.

3.2. Employee career development has a relationship and affects company performance and achievement.

Employee career development has an influence on employee performance so that it affects performance and achievement for the company, this statement is based on relevant and reviewed research articles, including (Ni Luh Putu and I Wayan, 2016) and (Novitri, 2016). According to (Ni Luh Putu and I Wayan, 2016) based on the results of analysis and research that has been done, it can be seen that career development has a positive and significant effect on employee motivation. The better the career development of the employee, the higher the work motivation of the employee. Furthermore, employee work motivation has a positive and significant effect on employee

performance.

Based on the analysis conducted by (Novitri, 2016) the influence of career development on employee work performance shows that the career development policies implemented by Company affect employee performance levels as seen from the characteristics of respondents based on the answers to a list of questions from several sub-variables work performance, exposure, organizational loyalty of mentors and sponsors and opportunities to grow.

4. CONCLUSION

Based on the formulation of the article, the results, and discussion that are reviewed and discussed in this article, it can be concluded that to build a hypothesis for further research is:

1) Good discipline reflects the amount of responsibility a person has for the tasks assigned to him, this encourages work morale, morale, and the realization of organizational goals. Work discipline possessed by each employee will affect the performance and achievements of a company.

2) Career development carried out by human resource management in each company will affect the work motivation of each employee who carries it out, so that career development can affect the performance and achievement of the company.

FUTURE WORK

Concerning the results of the analysis above, it is hoped that all companies and organizations can maximize work discipline and carry out development so that it affects employee performance and has a positive and significant impact on company performance and achievement. In addition, it is also hoped that

the company will continue to improve the quality and quantity given concerning the company's output to advance the company's development. This paper can also be developed again with more detailed methods both qualitative and quantitative in nature.

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DISCLOSURE OF CONFLICT OF INTEREST

The authors declare no conflict of interest.

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