

## CAREER DEVELOPMENT AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE

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### Abstract

This study aims to analyze the influence of career development and work discipline on employee performance at the Office of Education and Culture of North Aceh Regency. Using a quantitative approach, this study involved all employees as samples (n=138). Data were collected through questionnaires and analyzed using multiple linear regression. The results of the study indicate that career development and work discipline simultaneously and partially have a significant effect on employee performance. Work discipline has a more dominant influence than career development. The implication of this study is the importance for management to improve career development and work discipline programs in order to improve employee performance.

**Keywords:** *Career Development, Work Discipline, Employee Performance, Office of Education and Culture, North Aceh*

### INTRODUCTION

In an era of increasingly tight global competition, organizations are required to have quality human resources in order to achieve the goals that have been set effectively and efficiently. One important factor in achieving this is optimal employee performance. Employee performance reflects the extent to which individuals are able to carry out their duties and responsibilities professionally according to predetermined standards. Two factors that greatly affect employee performance are career development and work discipline. Career development acts as a form of appreciation and investment by the organization towards employee potential and competence. When employees see opportunities to grow and develop in their careers, it can increase motivation, loyalty, and overall performance. Meanwhile, work discipline is the attitude and behavior of employees in obeying the rules and regulations that apply in the work environment. A high level of discipline creates a positive work culture, strengthens coordination, and fosters a sense of responsibility. Disciplined employees tend to have high productivity and are able to work according to targets. However, in reality, many organizations still face challenges in improving employee performance due to weak career development systems and low discipline. Some employees feel they do not have a clear career path or do not receive adequate training, while others show behavior that is inconsistent with applicable work rules.

Based on this background, this study is important to determine the extent to which career development and work discipline affect employee performance. The results of this study are expected to contribute to the formulation of more effective human resource management strategies, especially in improving employee performance. The Education and Culture Office of North Aceh Regency is a government institution that has a strategic role in improving the quality of education and preserving regional culture. Demands on employee performance in this office are increasing along with efforts to improve the quality of public services and achieve the target of education sector development in the region. However, there are still various problems that hinder the optimization of employee performance. One of the problems that often arises is the lack of clarity of career levels for some employees, limited access to training and competency development, and weak implementation of sustainable career development programs. This causes the work motivation of some employees to decrease and has an impact on low productivity.

In addition, the aspect of work discipline is also a challenge in itself. Irregularity in attendance, late completion of tasks, and low compliance with work regulations indicate that there are still weaknesses in the work culture that should support bureaucratic efficiency. In fact, work discipline is the main foundation for creating professional, accountable, and serving apparatus performance. Considering the importance of career development and work discipline in improving employee performance, this study was conducted at the Education and Culture

Office of North Aceh Regency. The aim is to analyze the extent to which the two variables influence employee performance, as well as to provide strategic recommendations for personnel management in the office environment in order to be able to create superior and competitive apparatus. Based on the explanation above, the author will conduct further research in the form of a scientific paper with the title "**Career Development and Work Discipline on Employee Performance**".

## **LITERATURE REVIEW**

### **Definition of Career**

An individual who first receives a job offer will have a different procurement about work, when compared to individuals who have worked for a long time. Those who have worked for a long time will have a broader and more meaningful view. The perception of the work changes not only as a source of income, but also as something that can have other desires, such as appreciation from others, competition for power and higher positions. Based on this, every employee must be given the opportunity to develop their career, namely as a tool to motivate them to perform better. One of the motivations for employees to work in an organization is the opportunity to advance and one form of progress that they want to achieve is success in their career.

A career is a sequence of experiences and activities related to work that create certain attitudes and behaviors in a person. A career is a possibility that is open to every employee in order to obtain a certain position or position, promotion, opportunity to enter education and training or transfer of assignment. Career is also a person's work journey in an organization, or a person's journey that begins when he/she is accepted as a new employee and ends when the person concerned is no longer working in the organization. (Hasho Joko Utomo and Meilan Sugiarto, 2007). In other words, a career is a sequence of promotions that demands higher responsibilities for an employee while working in an organization.

Meanwhile, according to Soetjipto, et al. (2002), a career is part of a person's life journey, even for everyone it is a life goal. Everyone has the right and obligation to succeed in achieving a good career. A career is the entirety of positions or positions that a person may occupy in an organization during his/her working life, and a career goal is the highest position that a person will occupy in an organization. According to Robert. L. Mathis-Jhon H. Jackson (2006) stated that the definition of a career is as follows: "A career is a series of positions related to work that a person occupies throughout his/her life." Career is a journey that a person goes through during his life. According to Handoko, (2000) a career is all jobs or positions handled or held during a person's working life. Thus, a career shows the development of individual employees in the level of position or rank that can be achieved during the period of work in an organization. A career is the sum total of paid and unpaid work, study and life roles within work. In today's world the term "career" is seen as a continuous process of learning and development. Contributions to a career can include:

- a. Work experience
- b. Community involvement
- c. Work
- d. Life role
- e. Company activities
- f. Cultural activities
- g. Training
- h. Education
- i. Interest
- j. Sport
- k. Volunteers at work

### **Career Development**

Career development used by agencies/institutions cannot be separated from career planning. Every employee in an organization before developing must have a mature career plan first. In addition, they must also know the characters that influence career development. Fubri in Hasibuan (2002) stated that career development is an activity that helps employees plan their future because they are in the company so that employees and the company can develop themselves to the maximum, while according to Flippon (2021), career development is a series of separate but related work activities, which provide continuity and meaning in a person's life. Career development is the process of identifying employee career potential, and materials and implementing appropriate methods to develop that potential. In general, the development process begins with evaluating employee performance. This process is commonly referred to as performance appraisal. According to Rivai (2003), career development is defined as follows: "Career development is the process of improving an individual's work abilities in order to achieve the desired career." The definition of career development put forward by Anwar Prabu Mangkunegara (2000) is as follows: "Career development is an employee activity that helps employees plan their future careers in the company so that the

## **Career Development and Work Discipline On Employee Performance**

Ismuhadi et al

company and the employees concerned can develop themselves to the maximum." So career development is an employee's action to achieve his/her career plan, which is sponsored by the human resources department, manager or other party.

Career development is any effort made to improve technical, theoretical, conceptual and moral abilities according to the needs of the job or position through education and training. According to Veitzhal Rivai (2003) defines career development as follows: "career development is the process of improving individual work abilities in order to achieve the desired career". According to Bambang Wahyuni (2002) defines career development as follows: "everyone who works in a company will have a number of expectations of recompense for the sacrifices or achievements that have been given. One of them is the hope of achieving a higher or better position/job than the previous position/job". Thus, career development is an employee's action to achieve his/her career plan, which is sponsored by the human resources department, manager or other party.

### **Career Development Factors**

The term "career" has been used to refer to people in their respective roles or statuses. T. Hani Handoko, (2011). Career is all jobs (positions) held during a person's working life. Career as a sequence of promotions or lateral transfers to positions that require more responsibility or to better locations within or across the hierarchy of employment relationships during a person's working life. The definition of career development is personal improvements that a person makes to achieve a career plan. T. Hani Handoko, (2011). Basically, career development can be beneficial for both organizations and employees, as described below:

For organizations, career development can:

- a. Ensuring the availability of necessary talent
- b. Improving organizational capabilities
- c. Reducing employee frustration
- d. Encouraging cultural diversity within an organization
- e. Improve the good name of the organization

For employees, career development is synonymous with success, because career development is useful for being able to:

- a. Using one's potential to the fullest
- b. Adding challenges to work
- c. Increasing autonomy
- d. Increase responsibility

The basic concepts of career planning are as follows:

- a. A career is a sequence of promotions or transfers to positions of greater responsibility or to better locations during a person's working life.
- b. Career as a job guide that forms a systematic and clear pattern of progress (forming a career path).
- c. A career is a person's work history, or the series of positions held during his or her working life.

### **Career Development Indicators**

Career development is the improvement of behavior that someone does to achieve a career plan. (Handoko)

The perception of career development can be measured based on the following indicators:

- a. Job promotions are earned by completing each task.
- b. Get a position because of an opportunity/vacancy
- c. Academic education is beneficial for career
- d. Promotion by your own efforts
- e. With work experience, you can get promotions
- f. Having a career is not influenced by your relationship with your boss

### **Work Discipline**

According to Fahmi (2016) discipline is the level of obedience and compliance to applicable rules and being willing to accept sanctions or punishments if violating the rules set out in the discipline.). Sinambela (2016) argues that work discipline is a person's ability to regularly, diligently continuously and work in accordance with applicable rules without violating the rules that have been set. In realizing a company that achieves optimal productivity, discipline is needed. (Sinambela 2016).

### **Objectives of Work Discipline**

Bejo Siswanto in Sinambela (2016) states that the target of work discipline is to fulfill several objectives such as:

- 1) The general objective of work discipline The general objective of work discipline is for the continuity of the company in accordance with the organization's motives for those concerned, both today and tomorrow.
- 2) Specific objectives of work discipline. For employees to comply with all applicable employment regulations and policies as well as regulations and company policies, both written and unwritten, and to carry out management orders.
- 3) Able to carry out work as well as possible, and able to provide maximum service to certain parties who have an interest in the company according to the field of work given to him.
- 4) Able to use and maintain the company's goods and services facilities and infrastructure in the best possible manner.
- 5) Able to act and behave in accordance with the norms applicable to the company.
- 6) The workforce is able to achieve high levels of productivity in accordance with company expectations, both in the short and long term. Disciplinary actions can also help employees to become.

### **Work Discipline Indicators**

Work discipline can be seen when employees come to the office regularly and on time, if employees dress neatly at work and employees produce satisfactory amounts and quality of work by following the work methods determined by the agency. Bejo Siswanto (2016) argues that there are 5 dimensions of work discipline, namely:

- 1) Presence  
The frequency of attendance is one of the benchmarks to determine the level of employee discipline. The higher the frequency of attendance or the lower the level of absenteeism, the employee has high work discipline. The indicators are absence and punctuality.
- 2) Level of alertness  
Employees who always carry out their work with calculation and precision have a high level of awareness of themselves and their work. The indicators are precision and calculation.
- 3) Compliance with Work Standards  
Employees in carrying out their work are required to comply with all work standards that have been set in accordance with work rules and guidelines so that work accidents do not occur or can be avoided. The indicators are complying with regulations and responsibilities.
- 4) Strictness to Work Regulations  
Compliance with these work regulations is intended for comfort and smoothness in working. The indicators are compliance and smoothness.
- 5) Work Ethics  
Work ethic is a value based on hard work and perseverance possessed by employees for the tasks assigned to them. Work ethic is needed by every employee in carrying out their work in order to create a harmonious atmosphere, mutual respect between fellow employees. The indicators are a harmonious atmosphere and mutual respect.

### **Employee Performance**

Performance is defined as what employees do or do not do. Employee performance is what influences how much they contribute to the organization. According to Afandi (2018), performance is the work results that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, without violating the law and without conflicting with morals and ethics. According to Mangkunegara (2009), the definition of performance (work achievement) is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

According to Wibowo (2010) Performance is the implementation of the plan that has been prepared. Implementation of performance is carried out by human resources who have the ability, competence, motivation, and interests. How an organization values and treats its human resources will affect their attitudes and behavior in carrying out performance. According to Rivai (2012), performance is a real behavior displayed by each person as a work achievement produced by employees according to their role in the company. Meanwhile, according to Simanjuntak (2010), performance is the level of achievement of results for the implementation of certain tasks. Company performance is the level of achievement of results in order to realize company goals. Performance management is all activities carried out to improve the performance of a company or organization, including the performance of each individual and the company's work group. The concept of performance is an abbreviation of work energy kinetics which is equivalent in English to performance. The term performance is often Indonesianized as performance.

## **Career Development and Work Discipline On Employee Performance**

Ismuhadi et al

Performance is the output produced by the functions or indicators of a profession within a certain time. (Wirawan, 2009). From the several opinions above, it can be seen that performance is the result of work achieved by an employee in accordance with the work given to him/her in a certain time. Performance is also a manifestation of work carried out by employees which is usually used as a basis for assessing employees or organizations. Good performance is a primary step towards achieving an organizational goal.

### **Benefits of Employee Performance Appraisal**

According to Bangun (2012), the benefits of performance appraisal are as follows:

- 1) Evaluation between individuals in the organization  
Performance appraisals can aim to assess the performance of each individual in the organization.
- 2) Self-development of each individual in the organization  
Performance appraisal on this objective is useful for developing employees.
- 3) System maintenance  
Sharing the existing systems in an organization, each existing subsystem is interrelated between one subsystem and another.
- 4) Documentation  
Performance appraisal will provide benefits as a basis for follow-up in employee job positions in the future.

### **Employee Performance Indicators**

According to Robbins (2016) performance indicators are tools to measure the extent to which employee performance has been achieved. Here are some indicators to measure employee performance:

- 1) Quality of Work  
The quality of employee work can be measured from employee perceptions of the quality of work produced and the perfection of tasks against employee skills and abilities (Robbins, 2016). The quality of work can be described from the level of good or bad results of employee work in completing work as well as the ability and skills of employees in carrying out the tasks given to them.
- 2) Quantity of Work  
Quantity is the amount produced expressed in terms of the number of units, the number of activity cycles completed (Robbin, 2016). Quantity is a measure of the number of work results of units or the number of activity cycles completed by employees so that employee performance can be measured through the number (units/cycles). for example, employees can complete their work quickly from the deadline set by the company.
- 3) Punctuality  
Punctuality is the level of activity completed at the beginning of the stated time, seen from the perspective of coordination with output results and maximizing the time available for other activities (Robbins, 2016). Employee performance can also be measured from the punctuality of employees in completing the work assigned to them. So as not to interfere with other work that is part of the employee's duties.
- 4) Effectiveness  
Effectiveness here is the level of use of organizational resources (manpower, money, technology and raw materials) maximized with the intention of increasing the results of each unit in the use of resources (Robbins, 2016). That in the utilization of resources, both human resources themselves and resources in the form of technology, capital, information and raw materials in the organization can be used as much as possible by employees.

### **Previous Research**

Purwanti (2016) with the title of the study The Influence of Motivation and Work Discipline on Employee Performance at the Office of the Ministry of Religion of Makassar City. The research analysis model is quantitative descriptive. Based on the results of this study, it can be seen that the variables of motivation and work discipline have a positive and significant effect on employee performance. This significant value indicates that an increase and decrease in motivation and discipline have an effect on employee performance.

Norani (2015) with the title of the research Effectiveness of Employee Performance at the Office of the Ministry of Religion of Makassar City. The research analysis model is descriptive quantitative. The results of this study can be concluded that the level of effectiveness of employee performance at the Office of the Ministry of Religion of Makassar is in the effective category. This can be proven that office employees have carried out administrative services well.

Husan (2017) with the title of the research Performance Development Strategy at the Office of the Ministry of Religion of Makassar City. The research analysis model is quantitative. The results of this study indicate that the initial condition of the performance of the Office of the Ministry of Religion of Makassar City shows that the achievement of performance in the function of religion has not reached the target.

A brief explanation can be seen in table 2.1 below:

No	Researcher Name	Year	Research Title	Research result
1.	The Great	2016	The Influence of Motivation and Work Discipline on Employee Performance at the Ministry of Religion Office, Makassar City.	The research analysis model is quantitative descriptive. Based on the results of this study, it can be seen that the variables of motivation and work discipline have a positive and significant effect on employee performance. This significant value indicates that increasing and decreasing motivation and discipline have an effect on employee performance.
2.	Norani	2015	Effectiveness of Employee Performance at the Ministry of Religion Office, Makassar City.	The research analysis model is descriptive quantitative. The results of this study can be concluded that the level of employee performance effectiveness at the Makassar Ministry of Religion Office is in the effective category. This can be proven that office employees have carried out administrative services well.
3.	Husan	2017	Performance Development Strategy at the Office of the Ministry of Religion, Makassar City.	The research analysis model is quantitative. The results of this study indicate that the initial condition of the performance of the Makassar City Ministry of Religion Office shows that the achievement of performance in the religious function has not reached the target.

**Research Thinking Framework**

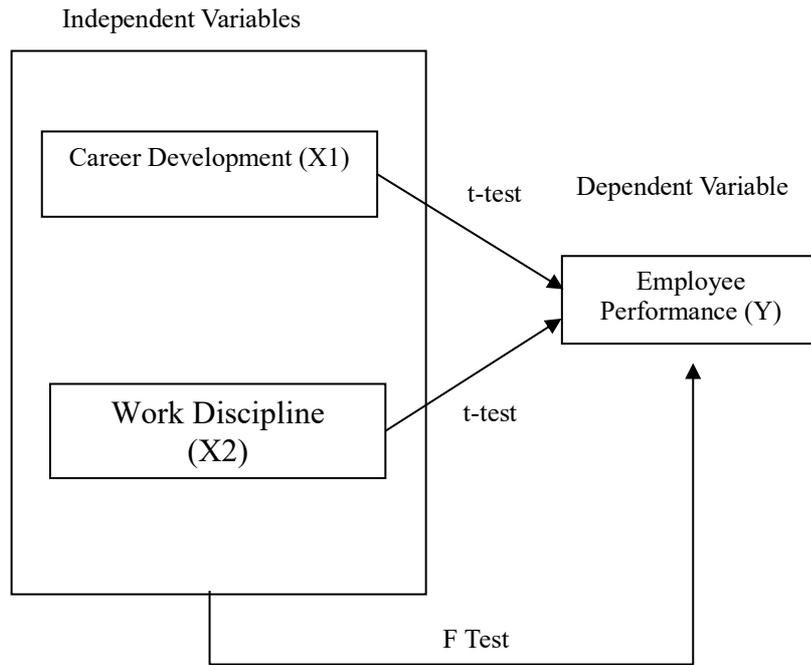


Figure 2.1  
Research Thinking Framework

**Hypothesis**

Based on the formulation of the problem and the research framework, the research hypothesis is as follows:

- Ho1 : It is suspected that career development has a significant influence on employee performance.
- Ha1 : It is suspected that career development does not have a significant effect on employee performance.
- Ho2 : It is suspected that work discipline has a significant influence on employee performance.
- Ha2 : It is suspected that work discipline does not have a significant effect on employee performance.
- Ho3 : Allegedly Career development and work discipline have a significant influence on employee performance
- Ha3 : Allegedly Career development and work discipline do not have a significant effect on employee performance

**METHOD**

The object of this research is the employees of the Education and Culture Office of North Aceh Regency. While the location of the research is the place where the researcher takes the data needed by the author at the Education and Culture Office of North Aceh Regency.

**Population**

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are applied by researchers to be studied and then conclusions are drawn (Sugiyono, 2008). The population in this study were all employees at the Education and Culture Office of North Aceh Regency, data collection and processing were carried out from January to April 2025, namely 138 people (source of documents from the Education and Culture Office) of North Aceh Regency, employees consisting of Civil Servants (PNS) and non-Civil Servants (PNS).

**Sample**

According to Sugiyono (2008) a sample is a portion of the number and characteristics possessed by a population. Given the limited population in this study, the author can determine the sample in this study to be 138 employees, namely starting from civil servants to non-civil servants at the Department of Education and Culture of North Aceh Regency.

### Data collection technique

Data collection is the most important stage, because it aims to solve the problem formulation and find answers to the formulated hypothesis. In this stage, the researcher uses the questionnaire and documentation collection techniques as follows:

#### 1. Questionnaire

Questionnaires are a data collection technique by providing questions or statements to respondents to be answered. The respondents who were used as research objects were employees of the North Aceh Regency Education and Culture Office. The questionnaire used was a Likert scale. The Likert scale questionnaire is a scale used to present individual characteristics, attitudes, opinions, and perceptions about social phenomena. This scale is also the most widely used in research in the form of surveys. With a Likert scale, variables are measured and described into variable indicators, then these indicators are used as the basis for compiling instruments in the form of questions or statements.

In this study, the questionnaire used is a closed questionnaire type. A closed questionnaire will help respondents to answer quickly and make it easier for researchers to analyze data on all questionnaires that have been collected. The form of the questionnaire is a question that has been provided with answer choices, so that respondents only need to answer according to their circumstances. The way to fill in or give a score using the questionnaire technique is by giving a checklist mark on the answer sheet provided.

The following is the answer to the Likert attitude measurement statement:

Alternative answer :

5 = Strongly Agree (SS)

4 = Agree (S)

3 = Less Agree (KS)

2 = Disagree (TS)

1 = Strongly Disagree (STS)

#### 2. Direct observation

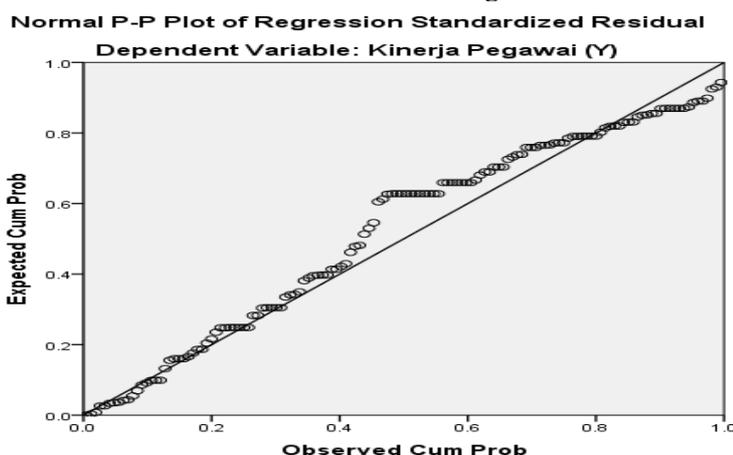
Observation is an activity of collecting data by conducting research directly to the environmental conditions of the research object that support research activities, so that a clear picture is obtained about the conditions the object of the research (Siregar, 2013). The research conducted observations by using the sense of sight not by submitting questions. This is done with the aim of obtaining data regarding the physical condition of the object which includes the facilities in the environment Department of Education and Culture of North Aceh Regency.

#### 3. Documentation and Literature Study

Documentation is a process of proof based on any type of source, whether written, oral, illustrated, or archaeological. While literature study is a data collection technique carried out by reading, reviewing, and studying books, journals, and other references related to the problem in this research.

### Normality Test

Figure 1



Based on Figure 1, the normal plot graph shows that the regression model is suitable for use in this study because the normal plot graph shows points spread around the diagonal line and the distribution follows the direction of the diagonal line indicating a normal distribution pattern, so that the regression model meets the classical assumptions.

**Multicollinearity Test**

**Table 2**  
**Multicollinearity Test Results**

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Career Development (X1)	.945	1,058
	Work Discipline (X2)	.839	1.193

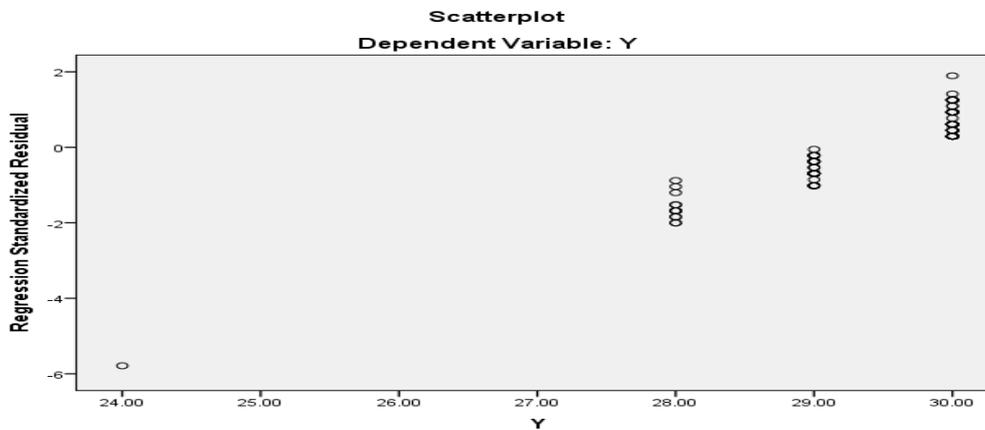
a. Dependent Variable: Employee Performance (Y)

Data source with SPSS, processed (2025)

Based on the processing results as shown in table 2 above, it is also known that the VIF value on the career development variable (X1) is 1.058 and is not greater than 10, so there are no symptoms of multicollinearity in that variable. Then it is also known that the VIF value on the work discipline variable (X2) is 1.193 and is not greater than 10.

**Heteroscedasticity Test**

**Figure 2**  
**Heteroscedasticity Test Results**



From Figure 2 above, it can be seen that the points on the scatter plot graph are spread randomly and are spread both above and below the number 0 on the Y axis. It can be concluded that there is no heteroscedasticity in the regression model, so the regression model is suitable for use in predicting dependent variables based on independent variable input.

**Multiple Linear Regression Results**

Multiple linear regression analysis is used to determine the magnitude of the influence between the independent variables as a whole and the dependent variable, whether each independent variable is positively or negatively related and to predict the value of the independent variable. In this multiple linear regression analysis, the dependent variable is employee performance (Y). While the independent variables consist of career development (X1) and work discipline (X2) and. The results of data processing for multiple linear regression analysis using SPSS obtained the following results.

**Table 3**  
**Multiple Linear Regression Test Results**

Descriptive Statistics			
	Mean	Std. Deviation	N
Employee Performance (Y)	19.2536	.86338	138
Career Development (X1)	28.0362	2.21280	138
Work Discipline (X2)	23.8986	1.33613	138

Source: Processed Primary Data (2025).

The average value of employee performance prediction is 19.2536, with a standard deviation of 0.86338, the average value of career development prediction (X1) is 28.0362 with a standard deviation of 2.21280, and the average value of work discipline prediction (2) is 23.8986 with a standard deviation of 1.33613.

**Table 4**  
**Correlations**

		Employee Performance (Y)	Career Development (X2)	Work Discipline (X3)
Pearson Correlation	Employee Performance (Y)	1,000	.446	.297
	Career Development (X1)	.297	.219	1,000
	Work Discipline (X2)	.446	1,000	.219
Sig. (1-tailed)	Employee Performance (Y)	.	.000	.000
	Career Development (X1)	.000	.005	.005
	Work Discipline (X2)	.000	.000	.
N	Employee Performance (Y)	138	138	138
	Career Development (X1)	138	138	138
	Work Discipline (X2)	138	138	138

Source: Primary Data (processed) 2025

Based on the data above, the Correlation between Work Discipline (X2) and Employee Performance (Y) Correlation value (r): 0.446, Sig. (1-tailed): 0.000, Interpretation: The relationship between work discipline and employee performance is moderately positive (because the r value is between 0.40–0.59) and statistically significant (because the significance value <0.05). This means that the higher the work discipline, the better the employee performance tends to be.

Correlation between Career Development (X1) and Employee Performance (Y) Correlation value (r): 0.297, Sig. (1-tailed): 0.000, Interpretation: The relationship between career development and employee performance is low positive (because the r value is between 0.20–0.39) and also statistically significant. This means that career development has a positive influence on employee performance, although the correlation is not as strong as work discipline. Correlation between Career Development (X1) and Work Discipline (X2) Correlation value (r): 0.219, Sig. (1-tailed): 0.005, Interpretation: There is a low positive relationship between career development and work discipline, and it is statistically significant. This means that employees who feel they have good career development prospects also tend to show higher discipline, although this relationship is not strong.

**Table 5**  
**Model Summary**

Model	R	R Square	Adjuted R Square	Std. Error of the Estimate	Durbin-Watson
1	.798a	.637	.631	7.5710	1.513

a. Predictors (Constant), Total X2, Total X1

b. Dependent, Variable: Total Y

source: Primary data (processed) 2025

The R Square value in the table above is 0.637. The R Square number is also called the Determination Coefficient. The magnitude of the Determination coefficient is 0.637 or equal to 63.7 percent. This number means that 63.7 percent of employee performance (Y) that occurs can be explained by the employee career development variable (X1) and the work discipline variable (X2). The standard value of Error of the Estimate in the table is 7.5710. In the output above, SEE is 7.5710 < from the standard deviation value for the dependent variable of employee performance (Y) of 8.6338, this means that the independent variable is worthy of being used as a predictor for the fixed variable. The Durbin-Wadson value in the table is 1.513. This value means that there is no autocorrelation in this regression model. The provision is that autocorrelation will occur if the Durbin-Wadson value:  $1 < DW$ .

**Table 6**

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25,315	3	8,438	14,722	.000b
	Residual	76,808	134	.573		
	Total	102.123	137			
a. Dependent Variable: Employee Performance (Y)						
b. Predictors: (Constant), Career Development (X2), Work Discipline (X2)						

source: Primary data (processed) 2025

Based on the results of the SPSS processing, it can be seen that the F-calculation value is 14,722. As for F-table value at 5% significance level and degree of freedom as a numerator or  $df(n1) = k - 1$ , where  $k$  is the number of variables studied and  $n$  is the number of respondents. So we get  $df(n1) = 4 - 1 = 3$  and  $df$  as the denominator or  $df(n2) = n - k$ , where  $k$  is the number of variables studied and  $n$  is the number of respondents. So that  $df(n2) = 138 - 4 = 134$  is obtained, then the F-table value is obtained = 3.06. If these two values are compared, the F-calculation value is smaller than the F-table ( $14,722 < 3.06$ ). With the results of the comparison Therefore,  $H_0$  is rejected. Thus, it can be concluded that simultaneously the independent variables (education, career development and work discipline) have a positive and significant influence on the dependent variable (employee performance).

**Table 7**  
**Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,821	1,558		6.304	.000
	Career Development (X1)	.239	.053	.369	4.515	.001
	Work Discipline (X2)	.079	.030	.202	2.625	.010

a. Dependent Variable: Employee Performance (Y)

Data source with SPSS, processed 2025

The multiple linear regression equation from the above results is:

$$Y = 9.821 + 0.239X_1 + 0.079X_2$$

Where:

- $Y$  = Employee Performance
- $X_1$  = Career Development
- $X_2$  = Work Discipline

Interpretation of Coefficients:

1. Constant ( $B = 9.821$ ): If career development and work discipline are considered zero (0), then the employee performance value is estimated at 9.821. This value is the intercept or starting point of the prediction.
2. Career Development ( $B = 0.239$ ,  $Sig. = 0.001$ ):
  - Every 1 unit increase in career development will increase employee performance by 0.239 units, assuming other variables are constant.
  - $Sig. Value 0.001 < 0.05$ , meaning the effect is statistically significant.
  - The standard Beta value ( $\beta$ ) = 0.369, indicating that career development has a greater influence than work discipline in this model.
3. Work Discipline ( $B = 0.079$ ,  $Sig. = 0.010$ ):
  - Every 1 unit increase in work discipline will increase employee performance by 0.079 units.
  - $Sig. Value 0.010 < 0.05$ , meaning the effect is also statistically significant.
  - However, the standard Beta value ( $\beta$ ) = 0.202, is smaller than career development.

**CONCLUSION:**

- Both independent variables, namely career development and work discipline, have a significant influence on employee performance.
- Career development has a greater influence than work discipline in improving employee performance at the North Aceh Education and Culture Office.
- Based on the Coefficients table of each independent variable, the t-value of the career development variable (X1) is 2.625. Because the t-value of the career development variable (X1) is greater than the t-table (1.656), Ho is rejected and H1 is accepted, meaning that the career development variable (X1) 2.625, partially has a significant effect on employee performance (Y) at the Education and Culture Office of North Aceh Regency. The regression coefficient for the independent variable X2 (work discipline) has a positive value, indicating a unidirectional relationship between work discipline (X2) and employee performance (Y). The regression coefficient of variable X2 is 0.239 means that for every positive increase in the value of the work discipline variable (X2) by one unit, employee performance (Y) will increase by 0.239. Based on the Coefficients table of each independent variable, the calculated t value of the work discipline variable (X2) is 4.515. Because the calculated t of the work discipline variable (X2) is greater than the t table (1.656), Ho is rejected and H1 is accepted, meaning that the work discipline variable (X2) 4.515, partially has a significant effect on employee performance (Y) at the Education and Culture Office of North Aceh Regency.

**Table 8**  
**Residuals Statistics**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	17.7345	19.7530	19.2536	.42986	138
Residual	-3.21168	1.19799	.00000	.74876	138
Std. Predicted Value	-3,534	1.162	.000	1,000	138
Std. Residual	-4.242	1,582	.000	.989	138

a. Dependent Variable: Employee Performance (Y)

The minimum value of predicted employee performance is 17.7345. The maximum value of predicted employee performance is 19.7530. The average value of predicted employee performance is 19.2536.

**Simultaneous Testing (F Test)**

In order to see the influence of variables career development (X1) and work discipline (X2) simultaneously on employee performance, a test (F-test) is used. The criteria for accepting the hypothesis are:

1. If  $F_{count} > F_{table}$  then Ho is rejected and H1 is accepted, meaning the variable career development (X1) and work discipline (X2) simultaneously affects employee performance.
2. If  $F_{count} < F_{table}$  then Ho is accepted and H1 is rejected, meaning career development (X1) and work discipline (X2) simultaneously does not affect employee performance.

If these two values are compared, the F-calculated value is greater than the F-table ( $14,722 < 3.06$ ). With the results of the comparison, Ho is rejected. Thus, it can be concluded that simultaneously the independent variables career development (X1) and work discipline (X2) has a positive and significant influence on the dependent variable of employee performance (Y).

**Partial Testing (t-Test)**

To find out the variables that have a significant partial influence, a regression coefficient test is carried out using the t-test statistic. Determination of the test results (acceptance/rejection of Ho) can be done by comparing the t-count with the t-table or can also be seen from its significance value. To test whether the proposed hypothesis is accepted or rejected as the hypothesis that has been determined, namely if  $t_{count} < t_{table}$ , then Ho is accepted and Ha is rejected, while if  $t_{count} > t_{table}$  then Ho is rejected and Ha is accepted. Then if the level of significance is below 0.05 then Ho is rejected and Ha is accepted. In order to see the influence of variables career development (X1) and work discipline (X2) partially on employee performance, a test (T-test) is used. The criteria for accepting the hypothesis are:

## Career Development and Work Discipline On Employee Performance

Ismuhadi et al

1. If  $T_{count} > T_{table}$  then  $H_0$  is rejected and  $H_1$  is accepted, meaning the variable education (X1), career development (X2) and work discipline (X3) partially influences employee performance.
2. If  $F_{count} < F_{table}$  then  $H_0$  is accepted and  $H_1$  is rejected, meaning the variable career development (X1) and work discipline (X2) partially influences employee performance.

With the coefficient value of each career development variable (X1) of 2.625, and work discipline (X2) of 4.515, then based on the results of these values, it can be seen that the work discipline variable (X2) has a dominant influence on employee performance at the Education and Culture Office of North Aceh Regency.

### The Influence of Career Development on Employee Performance

Based on the results of data processing, the t-count value for the career development variable (X2) is 2.625. When compared with the t-table value of 1.656, the t-count  $2.625 > t\text{-table } 1.656$ , significance  $(0.010) < 0.05$ , then the t-count value obtained is greater than the t-table value. So  $H_0$  is rejected and  $H_a$  is accepted. Thus, it can be concluded that the career development variable has a positive and significant effect on employee performance at the Education and Culture Office of North Aceh Regency.

### The Influence of Work Discipline on Employee Performance

Based on the results of data processing, the t-count value for the work discipline variable (X3) is 4.515. When compared with the t-table value of 1.656, the t-count  $4.515 > t\text{-table } 1.656$ , significance  $(0.000) < 0.05$ , then the t-count value obtained is greater than the t-table value. So  $H_0$  is rejected and  $H_a$  is accepted. Thus, it can be concluded that the work discipline variable has a positive and significant effect on employee performance at the Education and Culture Office of North Aceh Regency.

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## Career Development and Work Discipline On Employee Performance

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