

## The Influence of Work Discipline and Motivation on Employee Performance with Career Development as an Intervening Variable



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**ABSTRACT:** This research was conducted to measure the influence of work motivation and discipline on employee performance with career development as an intervening variable at Bank Mandiri Bogor. The sample studied consisted of 115 respondents. This research uses qualitative analysis and quantitative analysis. Testing is carried out with the system simultaneously and partially. The results of this research show that there is a positive influence of motivation on career development, work discipline has a positive influence on career development, motivation and work discipline together have a significant influence on career development, motivation has a positive influence on employee performance, work discipline has a positive influence on employee performance, development career has a positive effect on employee performance, Motivation, Work Discipline and Career Development together have a significant effect on Employee Performance. The results of the Career Development intervention anova test can increase the strength of the influence of Motivation on Employee Performance, the results of the Career Development intervention anova test can increase the strength of the influence of Work Discipline on Employee Performance.

**KEYWORDS:** Motivation, Work Discipline, Employee Performance, Career Development

### INTRODUCTION

Human Resources is the process of planning, organizing, directing, controlling labor procurement, development, compensation, integrity, maintenance and termination of employment relations with human resources to achieve individual, organizational and community targets. Therefore, managers must ensure that an agency or organization has the right workforce in the right place, and at the right time, who have the ability to complete tasks that will encourage the agency to achieve overall facilities effectively and efficiently (Dessler, 2016). A company's success is determined by human performance and behavior, which are potential resources that influence the company's progress.

Nowadays, it is very important for management to study and monitor human factors, therefore humans as labor are another factor of production. In today's global competition, the world of work really needs people who are used to thinking forward, are intelligent, innovative and are able to work with high enthusiasm in facing the progress of the times. Various organizations try to improve the performance of all elements within the organization with the aim of achieving organizational survival. Human resources, which in this case are employees in an organization, of course try to work with the abilities they have in order to achieve the desired performance. A sense of security in the working atmosphere is able to encourage employees to be more dedicated in completing the tasks given by the leadership, both in a safe atmosphere before work, during work and after work (Boxall and Purcell, 2016). This kind of safe working conditions, as well as the support of colleagues who can be directed to work together in various activities, is the desire of every employee in an organization.

With such a situation, it is hoped that employees can work optimally and be happy with the work they do. Employees must not only formally work in the office, but must be able to feel and enjoy their work, so that they will not feel bored and will be more diligent in their activities. Employees will be happier at work if they are supported by various conducive situations, so that they can develop their skills.

In theory, various definitions of motivation usually contain desires, hopes, needs, goals, objectives, encouragement and incentives. Employees work with the hope of getting wages/salaries that can meet these needs. A person's drive to work is influenced by the needs that must be met and the different levels of needs each employee, so there can be differences in motivation for

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achievement. Apart from that, fulfilling employees' needs for service and appreciation by superiors for their work performance in accordance with the principles of justice can motivate their work. The organization itself also plays a role in managing employees so that they comply with all regulations and norms set by the organization so that employees work disciplinedly and effectively. Apart from that, various rules/norms set by a company have a very important role in creating discipline so that employees can comply and implement these regulations. These rules/norms are usually followed by sanctions given if violations occur. These sanctions can take the form of verbal/written warnings, suspension, demotion or even dismissal depending on the magnitude of the violation committed by the employee (Greenan,2023).

This is intended so that employees work with discipline and are responsible for their work. If employees have high work discipline, it is hoped that they will be able to complete tasks quickly and precisely so that the resulting performance will be good. Based on the description above, the author is interested in conducting research on work motivation and work discipline carried out by companies to measure employee performance and its influence on career development, so they chose the title "The Influence of Work Motivation and Discipline on Employee Performance with Career Development as an Intervening Variable at Bank Mandiri". Based on the background described above, the formulation of the problem proposed in this research is as follows: Does motivation (X1) influence career development (Z) at Bank Mandiri?, Does work discipline (X2) influence career development (Z) at Bank Mandiri?, Do motivation (X1) and work discipline (X2) jointly influence career development (Z) at Bank Mandiri?, Does motivation (X1) influence employee performance (Y) at Bank Mandiri?, Does work discipline (X2) affect employee performance (Y) at Bank Mandiri?, Does career development (Z) affect employee performance (Y) at Bank Mandiri?, Does motivation (X1), work discipline (X2) and career development (Z) as intervening variables jointly influence employee performance (Y) at Bank Mandiri?, Is career development intervention (Z) able to increase the direct influence of motivation (X1) on employee performance (Y) at Bank Mandiri?, Is career development intervention (Z) able to increase the direct influence of work discipline (X2) on employee performance (Y) at Bank Mandiri?

## **LITERATURE REVIEW AND HYPOTHESIS**

### ***Performance***

*Grand theory* used in this research is Job Performance theory which says: "Job performance is the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment (Colquitt 2008:37). This theory emphasizes, the essence of performance is a set of employee behaviors that contribute to achieving organizational goals. To achieve company goals, a conducive environment is needed. A conducive work environment is created if there is a professional attitude. Discipline is a person's awareness and willingness to obey the rules, which means a professional attitude or behavior that is necessary for organizational goals to be achieved, while job satisfaction is an individual's general attitude towards their work, a person with a high level of job satisfaction shows a positive attitude towards the job, then in this way the organization's goals will be achieved. This theory is the basis for the author to choose work environment variables, work discipline and job satisfaction, employee performance as variables that need to be studied, because these four variables are behaviors that are expected to support the achievement of organizational goals. In the end, a conducive work environment and good discipline can increase a person's job satisfaction and influence employee performance, thereby realizing the company's goals.

According to Askiyanto (2023) employee performance is a result that has been achieved by somebody in operate tasks has given to her. Antika (2023) interpret performance is something results from work achieved good individual or group in the something company according to authority and bear it answer given in reach vision, mission and objective company. Based on opinion, the performance employee can interpreted as achievement work employee on that assignment has hold good both in quality and quantity based on authority and not quite enough answer which given company to her (Yuniawaty,2023).

### **Motivation and Career Development**

Human Resources are an important asset in achieving the goals of an organization because they can determine the success of an organization. Every person who works for a company will have a number of expectations in return for the sacrifices or achievements they have made. One of them is the hope of achieving a higher or better position/position than the previous position/position. Career development is a personnel activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop themselves to the maximum. Motivation is an impulse that arises within a person in an effort to fulfill his needs. Based on research conducted by Rizqiyyah et al,(2022) regarding the relationship between career development programs and employee work motivation so the first hypothesis proposed in this research is **H1**: Motivation has a significant effect Career Development.

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### **Work Discipline and Career Development**

Career development is a series of positions or titles that a person occupies during their work period, both in private companies and in government. Career development as an HR management activity basically has the aim of improving and increasing the effectiveness of work implementation by workers so that they are increasingly able to make the best contribution in realizing the organization's business goals. Career development is not only related to organizational characteristics but is also related to individual characteristics and work discipline. Individuals plan and organizations direct. Employee career development is a formally structured approach or activity to increase employee growth, job satisfaction, knowledge and abilities so that the organization can ensure that people with suitable qualifications and experience are available in the organization. In the world of work (Basyar and Ubaidillah, 2023).

The element that is most needed is the formation of employee characteristics because the formation of characteristics is a mind in which there are all programs formed from their life experiences (employees) are the pioneers of everything. This program then forms a belief system which can ultimately shape thinking patterns which can influence behavior. If the embedded program is in accordance with the principles of universal truth, then its behavior runs in harmony with natural law. As a result, this behavior brings calm and happiness. On the other hand, if the program is not in accordance with the principles of universal law, then its behavior brings damage and produces suffering. Therefore, thoughts must receive serious attention. The thoughts of these employees can be done with career development and work discipline. Based on research conducted by Marina (2023) regarding the Influence of Work Discipline on Career Development, it was concluded that Work Discipline has a significant effect on career development so that the second hypothesis proposed in this research is **H2**: Work Discipline has a significant effect on Career Development.

### **Motivation, Work Discipline and Career Development**

Based on the description in the previous discussion regarding the influence of motivation on career development and the influence of work discipline on career development, the third hypothesis proposed in this research was determined: **H3**: Motivation and Work Discipline together have a significant effect on Career Development.

### **Employee Motivation and Performance**

So that the company can develop widely with all business activities carried out by the company to achieve the desired goals using the available resources, but to achieve these goals, it is not enough just to obtain employees who are considered most appropriate for their positions, but it is no less important by means of leaders motivating employees so that they work optimally according to their abilities. Human resources are very important in determining the survival of a company. Therefore, we always pay attention so that the smooth running of the company is more guaranteed and continues to improve. The most important element of a company is humans or workforce. Labor is an integral part of a collection of production factors and plays an important role compared to other factors. Considering the importance of the workforce factor, companies must recruit competent employees, namely those who have the ability to work and have good organizational skills. Apart from that, companies must also provide welfare benefits to employees so that they are more enthusiastic in carrying out their duties at the company. With the development of businesses that are increasingly competitive, efficient, in accordance with the existing conditions of employees. Ulantini (2022), says that the term performance comes from the words job performance or actual performance (work performance or actual achievements achieved by someone). High and low

Worker performance is closely related to the reward system implemented by the institution/organization where they work. Giving inappropriate rewards can affect a person's performance improvement. Achieving the goals of an agency or organization does not only depend on modern equipment, complete facilities and infrastructure, but actually depends more on the people who carry out the work. Therefore, quality employees are employees who carry out their work and are able to provide good work results or have the high performance required by the agency or organization to achieve its goals. Based on research conducted by Sasmubi (2021) regarding the Influence of Motivation on the Performance of Civil Servants of government employee, it was concluded that Motivation has a significant effect on employee performance so that the fourth hypothesis proposed in this research is **H4**: Motivation has a significant effect on the Performance of Employees.

### **Work Discipline and Employee Performance**

According to Samak (2022): "Discipline is a procedure that corrects or punishes subordinates for violating rules or procedures. Discipline is employee self-control and regular implementation and shows the level of seriousness of the work team in an organization. Disciplinary action requires punishment against employees who fail to meet the set standards. Effective disciplinary action focuses on employee misconduct, not on the employee as a person." Human resources have a very dominant role in a

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company, therefore the quality of the existing workforce needs to be maintained and developed so that it is able to achieve what the company demands. One of the right ways is to have work discipline as a reference for employees to improve their achievements or performance in the company. By having firm and fair regulations implemented by the company, it can stimulate employee awareness to further improve their work discipline so that their achievement or performance can increase and the company's goals can be achieved. Based on research conducted by Budiriantini (2020), it was concluded that Work Discipline has a significant effect on employee performance so that the fifth hypothesis proposed in this research is **H5**: Work Discipline has a significant effect on Employee Performance.

### **Career Development and Employee Performance**

Career development has an influence on creating employee satisfaction, career development is also crucial because management can increase productivity, improve employee attitudes towards their work and build higher satisfaction (Purba et al, 2023). Based on research conducted by Yuniawati and Safira (2023), it was concluded that career development has a significant effect on employee performance so that the sixth hypothesis proposed in this research is **H6**: Career development has a significant effect on employee performance

### **Motivation, Work Discipline, Career Development and Employee Performance**

Based on the description in the previous discussion regarding the influence of motivation on employee performance, the influence of work discipline on employee performance and career development on employee performance, the seventh hypothesis proposed in this research is determined: **H7**: Motivation, Work Discipline and Career Development together have a significant effect on Employee Performance.

### **Career Development on Employee Motivation and Performance**

Employees who have low work morale will find it difficult to achieve maximum results and will not be very profitable for the organization, especially when problems occur within the organization. There are several factors related to the level of employee morale, one of which is the provision of compensation (Setyawaty et al, 2022). According to Aditya et al (2024) compensation is a form of employee work motivation to increase employee morale. Compensation should be able to meet living needs and improve employee welfare. Providing compensation is very important because the remuneration provided is closely related to employee work morale. Employees' desire to apply for early retirement is influenced by work motivation and career development system. Career development includes the process of identifying employee career potential and implementing appropriate models to develop it. In general, the career development process begins with evaluating employee performance (performance appraisal). From the results of the performance assessment, you will get input that describes the employee's ability profile, both potential and actual performance. Based on research conducted by Febrianti et al, (2020), it was concluded that career development can increase the strength of the influence of motivation on employee performance so that the eighth hypothesis proposed in this research is **H8**: Career development can increase the strength of the influence of motivation on employee performance Thus it can be concluded that the eighth hypothesis can be accepted.

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

In career development there is an increase in status. Many factors cause employees to lack discipline in carrying out their work, including poor career development, so to improve discipline, discipline and career development must be developed Anita et al,(2021). There is a positive relationship between work discipline and performance, meaning that employees who have high discipline tend to have high performance (Hamami & Setiadi,2022). Therefore, management needs special attention to find solutions and tips to overcome them. Furthermore, career development is held for employees who have high potential. So it is clear that these two things can improve employee performance. Based on research conducted by Kahar et al, (2023), it was concluded that career development can increase the strength of the influence of work discipline on employee performance so that the ninth hypothesis proposed in this research is **H9**: Career development can increase strength. The influence of Work Discipline on Employee Performance. Thus it can be concluded that the ninth hypothesis can be accepted.

## **RESEARCH METHODS**

### **Data Analysis Methods**

The method used in this research is a qualitative and quantitative method with regression analysis using Statistic Tools (SPSS) in the hope that it will help solve the formulation of existing problems.

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### Population and Sample

The population of this research is employees of Bank Mandiri Bogor, namely 115 people. The sampling method using "purposive sampling" is one of the sampling techniques that is often used in research. In language, the word purposive means = intentionally, so purposive sampling means a sampling technique intentionally. Selecting samples based on purposive sampling depends on what criteria are used. So first determine what the criteria for the sample taken are. In this study, researchers used samples from employee data from Bank Mandiri Bogor who have worked >1 year because they are permanent employees and receive position allowances and health facilities. Data testing with validity and reliability tests. The next stage uses multiple regression.

### RESEARCH RESULT

The hypothesis test used is multiple regression analysis with a significance level of 5%, in order to obtain an overview of the influence of the independent variable on the dependent variable. To prove this hypothesis, the following are the results of data processing using the SPSS program:

**Table 1. Output Coefficient X1 and X2 Against Z**  
**ANOVA b**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1699,940	2	849,970	37,555	,000a
	Residual	2082.207	92	22,633		
	Total	3782.147	94			

a. Predictors: (Constant), X2: Work Discipline, X1: Motivation

b. Dependent Variable: Z : Career Development

### Coefficients a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,887	4,486		3,765	,000
	X1 : Motivation	,367	,132	,320	2,784	,007
	X2 : Work Discipline	,322	,093	,398	3,461	,001

a. Dependent Variable: Z: Career Development Source: SPSS Output

### Proving the First Hypothesis

**H1:** Motivation has a significant effect on career development. Coefficient table in the sig column. shows that Motivation (X1) on Career Development (Z) is significant, because Sig 0.007 < 0.05. The results of t count show that t count 2.784 > ttable 1.985. This means that partially (individually) variable X1 has a significant effect on Z. Based on this evidence, it can be concluded that the First Hypothesis (H1) is accepted. With good motivation both internally (within the individual) and externally, it will positively influence the career path of the employee, because directly their performance will be of higher quality. The results of this research can also be proven consistently from previous research conducted by Aditya (2024).

### Proving the Second Hypothesis

**H2:** Work discipline has a significant effect on career development. Coefficient table in the sig column shows that Work Discipline (X2) on Career Development (Z) is significant, because Sig 0.001 < 0.05. The t count results show that t count 3.461 > t table 1.985. This means that partially (individually) the Work Discipline variable (X2) has a significant effect on Z. Based on this evidence, it can be concluded that the Second Hypothesis (H2) is accepted. If an employee has high work discipline, it will have a positive impact on the employee and the company in order to achieve the desired work results. The results of this research can also be proven

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consistently from previous research conducted by Kahar (2023).

### Proving the Third Hypothesis

**H3:** Motivation and work discipline together have a significant effect on career development. Simultaneous proof of the third hypothesis can be seen in the Anova table in the sig column.  $0.000 < 0.05$ , which means that the variables Motivation and Work Discipline together have a significant effect on career development. The second way is by compare between F count and F table. Column F is calculated at  $37.555 > F_{table} 3.10$ , which means that the variables Motivation and Work Discipline together have a significant effect on Career Development. Based on this evidence, it can be concluded that the Third Hypothesis (H3) is accepted.

**Table 2. Output Coefficient X1, X2, and Z Against Y**

#### ANOVA b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1916,889	3	638,963	70,674	,000a
Residual	822,732	91	9,041		
Total	2739.621	94			

a. Predictors: (Constant), Z : Career Development, X1 : Motivation, X2 :Work Discipline

b. Dependent Variable: Y : Employee Performance

#### Coefficients a

Model	StandardizedCoefficients		StandardizedCoef ficients	Q	Sig.
	B	Std. Error	Beta		
1 (Constant)	-3,393	3,046		-1.114	,268
X1 : Motivation	,177	,087	,182	2,046	,044
X2 : Work Discipline	,174	,063	,253	2,786	,006
Z: Career Development	,432	,066	,508	6,558	,000

a. Dependent Variable: Y : Employee Performance

### Proving the Fourth Hypothesis

**H4:** Motivation has a significant effect on employee performance. Coefficient table in the sig column. shows that the influence of Motivation (X1) on Employee Performance (Y) is significant, because  $\text{Sig } 0.044 < 0.05$ . The t count results show that t count 2.046  $>$  ttable 1.986. This means that partially (individually) the Motivation variable (X1) has a significant effect on Y. Based on this evidence, it can be concluded that the Fourth Hypothesis (H4) is accepted. The motivation given to employees by the company fosters work enthusiasm and satisfactory employee performance. The results of this research can also be proven consistently from previous research conducted by Antika (2023).

### Proving the Fifth Hypothesis

**H5:** Work Discipline (X2) has a significant effect on Employee Performance. Coefficient table in the sig column. shows that the influence of Work Discipline (X2) on Employee Performance (Y) is not significant, because  $\text{Sig } 0.006 < 0.05$ . The t count results show that t count 2.786  $>$  ttable 1.986. This means that partially (individually) the Work Discipline variable (X2) has a significant effect on Y. Based on this evidence, it can be concluded that the Fifth Hypothesis (H5) is accepted. Motivation is an important factor in improving performance. If the motivation provided by the company is very good, for example by providing salaries, bonuses, facilities, various allowances, etc., then automatically the performance of the employees will improve and become of higher quality. The results of this research can also be proven consistently from previous research conducted by Purba net al, (2023) and Rizqiyyah et al,(2022).



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### Proving the Sixth Hypothesis

**H6:** Career development has a significant effect on employee performance. Coefficient table in the sig column. shows that the influence of Career Development (Z) on Employee Performance (Y) is significant, because Sig 0.000 < 0.05. The t count results show that t count 6.558 > ttable 1.980. This means that partially (individually) the Career Development variable (Z) has a significant effect on Y. Based on this evidence, it can be concluded that the Sixth Hypothesis (H6) is accepted. Career development is one of the success factors of a company. Career development arises because of employee performance, the career development provided by the company for the continuity of their respective career paths will greatly influence their performance. With clear career development within the company, employees will be motivated so that they work well and produce quality work that can provide benefits for the company. The results of this research can also be proven consistently from previous research conducted by Yuniawati (2023).

### Proving the Seventh Hypothesis

**H7:** Motivation, Work Discipline and Career Development together have a significant effect on Employee Performance. Simultaneous proof of the seventh hypothesis can be seen in the Anova table in the sig column. 0.000 < 0.05, which means that the variables Motivation, Work Discipline and Career Development together have a significant effect on Employee Performance. The second way is to compare the calculated F with the F table. Column F is calculated at 70.674 > F table 2.70, which means that the variables Motivation, Work Discipline and Career Development together have a significant effect on Employee Performance. Based on this evidence, it can be concluded that the Seventh Hypothesis (H7) is accepted.

### Proving the Eighth Hypothesis

**H8:** Career development can increase the strength of the influence of motivation on employee performance. To prove this hypothesis then direct and indirect effects must be calculated. The direct effect of motivation on employee performance is 0.182. Meanwhile, the indirect effect is  $0.320 \times 0.508 = 0.162$ . Thus it can be concluded that the strength of influence is  $0.182 + 0.162 = 0.344$ . This means that Career Development intervention can increase the strength of the influence of Motivation on Employee Performance. Thus it can be concluded that the eighth hypothesis can be accepted. It is said that because of the motivation provided by the company and the motivation that is already embedded within oneself, then the company will provide career development provided by the company which will directly increase the strength in producing good performance. The results of this research can also be proven consistently from previous research conducted by Setyawati (2022).

### Proving the Ninth Hypothesis

**H9:** Career Development can increase the strength of the influence of Work Discipline on Employee Performance. To prove this hypothesis, the direct and indirect effects must be calculated. The direct effect of Work Discipline on Employee Performance is 0.253. Meanwhile, the indirect influence is  $0.398 \times 0.508 = 0.202$ . Thus it can be concluded that the strength of the influence is  $0.253 + 0.202 = 0.455$ . This means that Career Development intervention can increase the strength of the influence of Work Discipline on Employee Performance. Thus it can be concluded that the ninth hypothesis can be accepted. Because good work discipline will have an impact on the career development that the company will provide for its employees. The results of this research can also be proven consistently from previous research conducted by Anita (2021).

**Table 3. Summary Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,836	,700	,690	3,007

a. Predictors: (Constant), Z : Career Development, X1 :Motivation, X2 :Work Discipline

The summary model shows the Adjustend R Square Determination Coefficient of 0.690 or 69.%, which means that the ability of the Work Motivation and Discipline variables in explaining Career Development and its impact on Employee Performance is 69.%. Meanwhile, the remaining 31% is explained by other variables outside of this research variable. The coefficient of determination uses Adjusted R Square because there is more than one independent variable (multiple regression), whereas if there is only one independent variable (simple regression), then the coefficient of determination will be calculated as r square.

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### CONCLUSION

Based on the results of the analysis carried out in this research, the following conclusions were obtained: (a) The results of testing the first hypothesis found empirical evidence that motivation has a significant effect on career development. The direction of influence given is positive or unidirectional. (b) The results of testing the second hypothesis found empirical evidence that Work Discipline has a significant effect on Career Development. The direction of influence given is positive or unidirectional. This means that the second hypothesis can be accepted,

(c) The results of testing the third hypothesis found empirical evidence that Work Motivation and Discipline, together, have a significant effect on Career Development. The direction of influence given is positive or unidirectional. Based on this evidence, it can be concluded that the third hypothesis is accepted, (d) The results of testing the fourth hypothesis found empirical evidence that the Motivation variable has a significant effect on the Employee Performance variable. The direction of influence given is positive or unidirectional. Based on this evidence, it can be concluded that the fourth hypothesis is accepted, (e) The results of testing the fifth hypothesis found empirical evidence that the Work Discipline variable has a significant effect on the Employee Performance variable. The direction of influence given is positive or unidirectional. Based on this evidence, it can be concluded that the fifth hypothesis is accepted, (f) The results of testing the sixth hypothesis found empirical evidence that the Career Development variable has a significant effect on the Employee Performance variable. The direction of influence given is positive or unidirectional. Based on this evidence, it can be concluded that the sixth hypothesis is accepted, (g) The results of testing the seventh hypothesis found empirical evidence that Motivation, Work Discipline and Career Development together have a significant effect on Employee Performance. The direction of influence given is positive or unidirectional. Based on this evidence, it can be concluded that the seventh hypothesis is accepted, (h) The results of testing the eighth hypothesis found empirical evidence that the strength of the influence was  $0.182 + 0.162 = 0.344$ . This means that Career Development intervention can increase the strength of the influence of Motivation on Employee Performance. The direction of influence given is positive or unidirectional. Thus, it can be concluded that the eighth hypothesis is acceptable, (i) The results of testing the ninth hypothesis found empirical evidence of the strength of the influence being  $0.253 + 0.202 = 0.455$ . This means that Career Development intervention can increase the strength of the influence of Work Discipline on Employee Performance. Thus it can be concluded that the ninth hypothesis can be accepted. Based on the existing conclusions, it is recommended to Bank Mandiri Bogor and for people conducting research in the future as follows: Research results show significant results in the form of motivation, work discipline and career development as factors that are highly considered in improving employee performance. In other words, if the company wants employees with good performance, the company needs to play a role in these supporting factors. Future research is recommended to add new variables or other indicators so that it can provide a broader picture of employee performance, because this research has not included them. variables on more other aspects to get more accurate results.

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