

## **EFFECT OF WORK DISCIPLINE, WORKLOAD, AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE**

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### **ABSTRACT**

This study aims to analyze the effect of work discipline, workload, and career development on employee performance partially and simultaneously. This research uses quantitative methods and uses a questionnaire with a Likert scale. The population of this research is 100 employees of PT Citra Buana Prakarsa. Samples were taken using the census method. Data were analyzed using multiple linear regression analysis and hypothesis testing using partial t test and simultaneous F test. The results show that: (1) Work Discipline partially has a significant effect on employee performance. (2) Workload partially has a significant effect on employee performance, (3) Career development partially has a significant effect on employee performance, and (4) simultaneously work discipline, workload, and career development have a significant effect on employee performance.

**Keywords:** Work Discipline, Workload, Career Development, Employee Performance

### **INTRODUCTION**

Human Resources (HR) is one of the key components for a corporate or organization. Qualified human resources with expertise and skills that suitable to the job are required to run the business. The company expects teams that are able to work effectively and efficiently to achieve the company's goals. One of the goals is to increase employee performance. Increasing employee performance will increase employee work productivity. Employee performance can be influenced by several factors, including work discipline, workload, and career development in a company.

According to Malayu Hasibuan (2012) discipline is the awareness and willingness of a person to obey all company regulations and applicable social norms. Discipline is a representation of self-control and the implementation of discipline shows the level of seriousness of the work team in an organization. Disciplinary action demands punishment for employees who fail to meet the specified standards. Therefore, disciplinary action should not be applied arbitrarily, instead requires wise consideration. Discipline is a benchmark to find out whether the role of the manager or leader is carried out properly or not.

The next factor that affects employee performance is the employee's workload. Refer to Minister of Home Affairs Regulation No.12/2008, "workload is the amount of work that must be carried out by a position or organizational unit and is the product of the work volume and time norms". According to Munandar (2012), the workload is a condition of work with job descriptions that must be completed within a certain time limit. Giving an unsuitable workload can affect the condition of employees at work. If the employee's ability is higher than the demands of the job, it will cause boredom while working so that employees become less productive. Otherwise, lower employee's ability compared to the demands of the work given will lead to fatigue and stress at work.

Another effort to improve employee performance is through employee career development. Career development is basically needed by the company since it is oriented to future business challenges to deal with competition. Career development is a series of positions occupied by a person during his working period in the company environment. Career development as an HR management activity basically aims to be able to improve and increase the effectiveness of the execution of work.

This research was conducted at PT. Citra Buana Prakarsa which is a company engaged in Property development/estate management, where the Citra Buana I, II and III industrial estates are located in Batam City. Activities carried out by PT. Citra Buana Prakarsa is the construction of office buildings, industrial areas, hotels and malls.

Work discipline at PT. Citra Buana Prakarsa is relatively low because there are many violations to the company rules by employees. For example, there are some employees who don't come on time, return to the office past the lunch break time limit, are not at the location during working hours, leave the office for no valid reason and without written permit from the leader, violate the "no breakfast after 9" rule, and using sandals when in the lobby. Low discipline can lead to poor employee performance.

The workload given to employees in this company is burdensome for employees. There is a double job desk that is charged to one employee. This company is a group company that has subsidiaries, so one worker can have a jobdesk for more than one subsidiary companies. The division of the job desk to employees is not clear. There is a lot of work done by the same person. In addition, the workload of this company's employees is also based on different customer/tenant demand in addition to standards items determined by company. High workload creates work stress on employees. Work stress can hinder the company's operational activities.

Career development that occurs in this company is almost non-existent. Over the years, employees have remained in the same position without any career development or transfer. Without career development, employees do the same pattern of work activities every day, doing monotonous work, so they don't get challenges or new things and feel bored in their work. Employees become unmotivated to improve abilities and skills that can improve their performance.

PT. Citra Buana Prakarsa really needs high performance employees to increase company productivity. Improvement of work discipline, appropriate workload and career development will make a positive contribution to improving employee performance. Based on the study background of work discipline, workload and career development at PT Citra Buana Prakarsa, this study aims to: (1) determine and analyze the effect of work discipline on employee performance, (2) determine and analyze the effect of workload on employee performance, (3) determine and analyzing the effect of career development on employee performance, and (4) determine and analyzing the simultaneous effect of discipline, workload and career development on employee performance.

## **LITERATURE REVIEW**

### **Employee Performance**

According to Sinambela (2012) performance is the result of work that can be achieved by a person or group of people in an organization, based on their respective authorities and responsibilities in an effort to achieve the organization's goals legally, not violating the law and in line with morals and ethics. Based on this formulation, it explains that performance is the level of success of a person or institution in carrying out their work. According to Afandi (2018), performance is the result of work 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, not violating the law and not contrary to morals and ethics. Supriyadi (2012), explains that performance can also be interpreted as the achievements of the company in a certain method that reflects the company's health level. Company performance appraisal is an activity that is very important because based on the results of the assessment, the company's success during a certain period can be measured.

Performance appraisal can be done through two approaches. First, comparing the results achieved with the standards/benchmarks/goals to be achieved. Second, especially to measure performance whose results are non-physical, comparing work that is actually done with job descriptions that should be done correctly and appropriately (Simanjuntak, 2011). The results of employee performance appraisal according to Simanjuntak (2011), can be used for various purposes, including: (1) Performance improvement, (2) Human resource development, (3) Compensation, (4) Productivity improvement program, (5) Employment programs, (6) Avoid discriminatory treatment. According to Santos & Brito (2012) the main factors that affect performance are motivation and execution. Many people who are able to work but do not have the motivation to do something do not produce performance, as well as many people who are motivated but unable to carry out a job, then do not produce any performance. The performance indicators according to Affandi (2018) include: (1). The quantity of work, (2). Quality of work, (3). Efficiency in carrying out tasks, (4). Work discipline, (5). Initiative, (6). Accuracy, (7). Leadership, (8). Honesty, (9). Creativity.

### **Work Discipline**

Work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms (Hasibuan, 2012). Rivai (2011), states that work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to comply with all company regulations.

Work discipline is one of the important factors in increasing productivity. However, the high level of education and ability of an employee, the amount of motivation given by the leadership, as well as the amount of compensation given does not mean much if the personnel are not disciplined in carrying out their duties. Therefore, this discipline factor needs to get great attention, both for the leadership and the personnel concerned. As with the provision of work motivation, the instilling of employee discipline is generally good. This can be seen from the high awareness of employees in carrying out organizational tasks, paying attention to working hours, dressing in uniform, using equipment, and the quality of employee work is quite adequate. The indicators of work discipline according to Hasibuan (2012) include: (1). Goals and abilities, (2). Good exemplary, (3). Compensation, (4). Justice, (5). Inherent supervision, (6). Penalty/Sanctions, (7). Firmness, (8). Humanity relations.

### **Workload**

According to Koesomowidjojo (2017) workload is the process of determining the number of working hours of human resources who work, are used, and are needed to complete a job for a certain period of time. Dhania (2010) states workload is a collection or number of activities that must be completed by an organizational unit or position holder within a certain period of time. Workload according to (Tarwaka, 2011) is a condition of work with job descriptions that must be completed within a certain time limit. If the worker's ability is higher than the demands of the job, a feeling of boredom will arise. On the other hand, if the worker's ability is lower than the demands of the job, more fatigue will appear. The workload charged to employees can be categorized into three conditions, namely a workload that meets the standards, a workload that is too high (over capacity) and a workload that is too low (under capacity).

According to Koesomowidjojo (2017) workload indicators include:

1. Working Conditions. The working conditions in question are how an employee understands the job well. Then the work is done in accordance with the work standards set by the company where employees can do the same work every day according to the job desk of each position.
2. Use of Working Time. Working time in accordance with the Standard Operating Procedure (SOP) can minimize the workload of employees. However, many organizations do not have SOPs or are inconsistent in implementing SOPs, the use of working time imposed on employees tends to be excessive or very narrow.
3. Targets to be Achieved. The work target set by the company will of course directly affect the workload received by employees. The narrower the time provided to carry out certain work or the imbalance between the completion time of the implementation target and the volume of work given, the greater the workload received and felt by employees. For this reason, it is necessary to determine the standard/basic time in completing a certain volume of work in each organization, the amount of which is certainly different from one another.

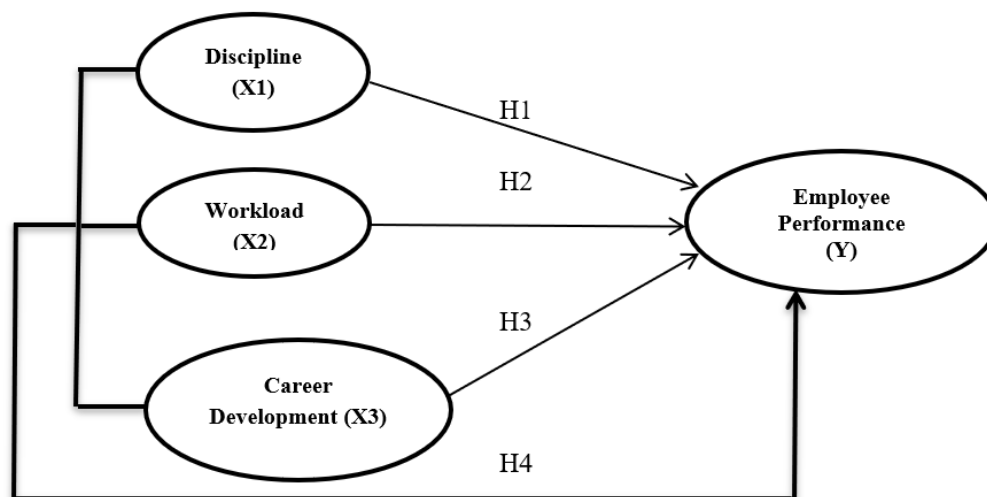
### **Career Development**

Career development is a process of increasing someone's work ability that encourages an increase in work performance in order to achieve the desired career (Ardana et.al, 2012). The company provide support in career development program resiprocally expect an increase of employee's work performance. Siagian (2016) states that career development is a process improvement of individual work abilities achieved in order to achieve desired career. Sutrisno (2019) stated that the development of careers should not only depend on individual efforts, because it is not always in the interests of the organization. Without having competitive human resource, an organization will experience setbacks and eventually will be excluded from the market because of the inability to deal with competitors. Such condition requires organizations to carry out career coaching for employees, which must be done in a planned and sustainable manner.

According to Siagian, (2011) various dimensions and indicators that need to be considered in career development are as follows: (1) Fair treatment in a career, 2) attention of direct superiors, 3) Information about various promotion opportunities, 4) Interest in being promoted, 5) Satisfaction level.

### **Research Framework**

Based on the phenomenon of the problem and the theoretical framework used in this study, a research framework was developed to describe the relationship between the variables of discipline, workload, career development and employee performance as follows:



**Figure 1. Research Framework**

Based on this framework, the hypotheses of this research are:

- H1: It is suspected that work discipline affects the performance of PT Citra Buana Prakarsa employees.
- H2: It is suspected that the workload affects the performance of the employees of PT Citra Buana Prakarsa.
- H3: It is suspected that career development affects the performance of PT Citra Buana Prakarsa's employees.
- H4: It is suspected that discipline, workload, and career development affect the performance of PT Citra Buana Prakarsa's employees

## RESEARCH METHODS

### Data Analysis Technique

This research is quantitative research using primary data. The data was taken using a questionnaire given to the respondents of PT Citra Buana Prakarsa employees. The population in this study were all employees totaling 100 people. Samples were taken using the census method. The number of samples in this study was 100 people. In each item of the questionnaire, five alternative answers are provided using a Likert scale, so that each variable can be measured. Sugiyono (2017), states that the Likert scale is used to measure attitudes, opinions and perceptions of a person or group of people about social phenomena. With a Likert scale, the variables to be measured are translated into variable indicators. Then the indicator is used as a starting point for compiling instrument items which can be in the form of statements or questions.

### Validity and Reliability Test

Validity test is used to measure whether or not a questionnaire is valid. A questionnaire is said to be valid if the questionnaire is able to reveal something that will be measured by the questionnaire. This validity test uses Pearson Correlation. Testing by calculating the correlation between the values obtained from the questions. A question is said to be valid if its significance level is below 0.05 (Ghozali, 2012).

The reliability test was used to determine the consistency of the questionnaire measuring instrument. Will the measuring instrument get a measurement that remains consistent if it is measured again. A questionnaire is said to be reliable if a person's answer to a question is consistent or stable over time. Questionnaire items are said to be reliable if Cronbach's alpha  $> 0.06$  and said to be unreliable if Cronbach's alpha  $< 0.06$  (Ghozali, 2012).

### Validity and Reliability Test Results

Testing on research instruments is in the form of validity and reliability tests. The results of the validity test for all variables of this study, namely Work Discipline, Workload, Career Development and Employee Performance as in Table 1. These results indicate that the significance value is below 0.05. This shows that all statements on the research instrument are valid, which means that the data used in this study is correct.

**Table 1. Research Instrument Validity Test Results**

Variable	Statement	Corrected Correlation	Item-Total Correlation	R Table	Remarks
Work Discipline (X1)	X1.1		0.596	0.195	Valid
	X1.2		0.601	0.195	Valid
	X1.3		0.426	0.195	Valid
	X1.4		0.604	0.195	Valid
	X1.5		0.612	0.195	Valid
	X1.6		0.586	0.195	Valid
	X1.7		0.567	0.195	Valid
	X1.8		0.542	0.195	Valid
	X1.9		0.653	0.195	Valid
	X1.10		0.528	0.195	Valid
Workload (X2)	X2.1		0.676	0.195	Valid
	X2.2		0.605	0.195	Valid
	X2.3		0.668	0.195	Valid
	X2.4		0.651	0.195	Valid
	X2.5		0.466	0.195	Valid
	X2.6		0.573	0.195	Valid
	X2.7		0.454	0.195	Valid
	X2.8		0.494	0.195	Valid
	X2.9		0.540	0.195	Valid
	X2.10		0.596	0.195	Valid
Career Development (X3)	X3.1		0.762	0.195	Valid
	X3.2		0.729	0.195	Valid
	X3.3		0.768	0.195	Valid
	X3.4		0.368	0.195	Valid
	X3.5		0.678	0.195	Valid
	X3.6		0.692	0.195	Valid
	X3.7		0.618	0.195	Valid
	X3.8		0.742	0.195	Valid
Employee Performance (Y)	Y1		0.739	0.195	Valid
	Y2		0.695	0.195	Valid
	Y3		0.681	0.195	Valid
	Y4		0.721	0.195	Valid
	Y5		0.675	0.195	Valid
	Y6		0.503	0.195	Valid
	Y7		0.631	0.195	Valid
	Y8		0.503	0.195	Valid
	Y9		0.463	0.195	Valid
	Y10		0.471	0.195	Valid

Source: Processed Primary Data, 2022

The results of the reliability test based on the value of Cronbach's alpha for all variables indicate that the value of Cronbach's alpha > 0.06 as shown in Table 2. This means that all variables in this study are reliable where a person's answer to the question is consistent or stable from time to time.

**Table 2. Reliability Test Results**

Variable	Cronbach's Alpha	N of Items	Remarks
Work Discipline (X1)	0.770	10	Reliabel
Workload (X2)	0.769	10	Reliabel
Career Development (X3)	0.820	8	Reliabel
Employee Performance (Y)	0.812	10	Reliabel

Source: Processed Primary Data, 2022

### Classic Assumption Test

#### 1. Normality Test

The normality test aims to determine whether the residual value is normally distributed or not. The test uses a histogram graph, the data is declared to be normally distributed if it forms a curve line that tends to be symmetrical to the mean.

#### 2. Multicollinearity Test

Multicollinearity test to determine whether there is a correlation between independent variables / independent variables. Multicollinearity test was carried out by observing the value of VIF (Variance Inflation Factor). If the VIF value is less than 10 ( $< 10$ ), this indicates that there is no multicollinearity problem, and vice versa. A good regression should not have a correlation between the independent variables.

#### 3. Heteroscedasticity Test

Heteroscedasticity test is to test whether in a regression model, there is an inequality of variance from the residuals from one observation to another. A good regression model is that there is no heteroscedasticity.

### Multiple Linear Regression Analysis

The data analysis used to answer the research objectives was carried out using multiple linear regression analysis, where the data was processed using SPSS version 20 software. The multiple linear regression equation model in this study was

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

a : constanta

b : coefficient variable

X1 : Work Discipline

X2 : Workload

X3 : Career Development

Y : Employee Performance

### Partial Hypothesis Testing (t Test)

The hypothesis that will be tested and proven in this study relates to the presence or absence of the influence of independent variables that need to be tested for validity in a study. Sugiyono (2016), states that what is meant by a hypothesis is a temporary answer to the formulation of the research problem, where the formulation of the research problem has been stated in the form of a question sentence. This is temporary, because what is given is only based on relevant theories, not yet based on empirical facts obtained through data collection. The t statistic test is also known as the individual significant test where this test shows how far independent variable is partially influence on the dependent variable. The form of the test is:

$$H_0: r = 0 \text{ or } H_a: r \neq 0$$

Legend:

H<sub>0</sub> = Initial hypothesis format (Null hypothesis)

H<sub>a</sub> = Alternative hypothesis format.

### Simultaneous Hypothesis Testing (F Test)

In the simultaneous test, the effect of the two independent variables together on the dependent variable will be tested. The statistical test used in the simultaneous test is the F test or commonly known as the Analysis of Variance (ANOVA). Hypothesis testing according to Sugiyono (2017), the formula for multiple correlation significant can be used as follows:

$$F_h = \frac{R^2/k}{(1-R^2)/(n-k-1)}$$



Where:

R = Double Correlation Coefficient

K = Number of Independent Variables

N = Number of sample members

Dk = (n-k-1) degrees of freedom

The test compares the calculated F with the F table with the following conditions:

- If  $F_{\text{Calculate}} > F_{\text{Table}}$  then  $H_0$  is rejected and  $H_a$  is accepted (influential)
- If  $F_{\text{Calculate}} < F_{\text{Table}}$  then  $H_0$  is rejected and  $H_a$  is accepted (no effect)

## RESULTS AND DISCUSSION

### Characteristics of Respondents

Respondents were 100 people with 45 male respondents (45%) and 55 female respondents (55%). The age distribution of respondents aged > 50 years is 1 person (1%), 18-25 years is 46 people (46%), 26-35 years is 43 people (43%), 36-49 years is 11 (11%) Characteristics of research respondents based on education level below high school as many as 2 people (2%), high school as many as 42 people (42%), Diploma I/II/III as many as 3 people (3%), Bachelor degree as many as 52 people (52%), Postgraduate S2 as many as 2 people (2%).

### Classic Assumption Test Results

#### Normality test

The normality test aims to test whether in a regression model, the independent and dependent variables are both normally distributed or not. Testing can be done with two approaches, namely the histogram approach and paying attention to the distribution of points on the Normal P-Plot of Regression Standardized Residual. The normality test requirement is that if it follows the direction of the diagonal line, then the regression model meets the assumption of normality. If the data spreads far from the diagonal line, then the regression model does not meet the assumption of normality.

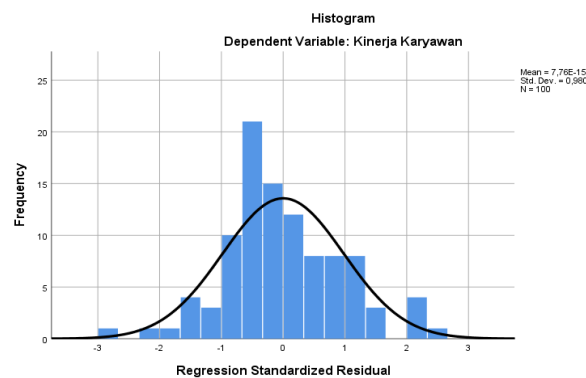


Figure 2. Histogram Normality Test

Figure 3 shows the P-P Plot points following the diagonal line and spreading around the diagonal line, this means that this regression satisfies the assumption of normality.

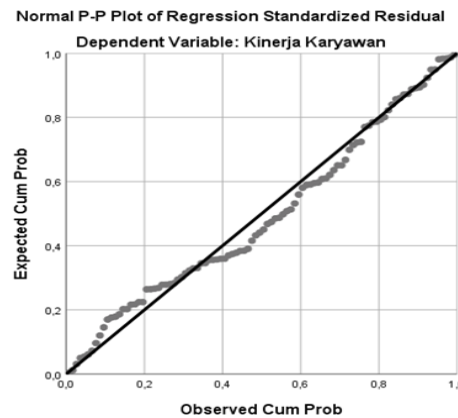


Figure 3. P-Plot Normality Test

### Multicollinearity Test Results

The results of the multicollinearity test show that the VIF value is  $< 10$ , which means that there is no multicollinearity in the variables of Work Discipline (X1), Workload (X2) and Career Development (X3).

Table 3. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Work Discipline	0.280	3.57
Workload	0.116	8.61
Career Development	0.139	7.19

Source: Processed Primary Data, 2022

### Heteroscedasticity Test

There is no heteroscedasticity in the regression model in Figure 4 which shows a random distribution and does not form a certain pattern and is spread above and below the 0 axis on the Y axis.

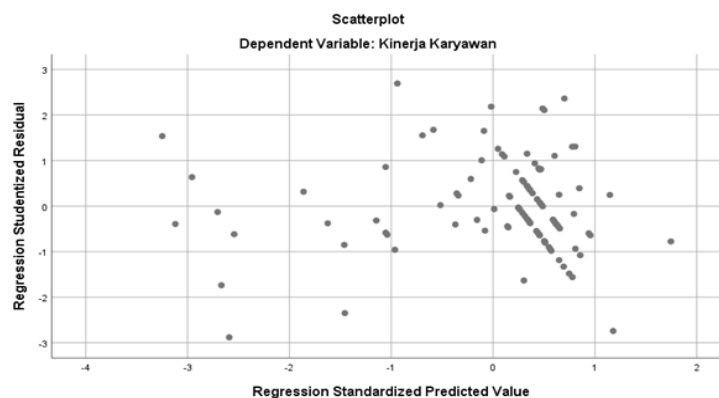


Figure 4. Histogram Scatterplot

### Multiple Linear Regression Analysis Results

Multiple regression analysis was used to determine how much influence the independent variables Work Discipline (X1), Workload (X2), and Career Development (X3) on Employee Performance (Y) Based on the results of the multiple linear regression model calculations, the results obtained can be seen in the table 4.



**Table 4. Multiple Linear Regression Results**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.914	1.453		1.317	0.191
Work Discipline	0.146	0.068	0.135	2.142	0.035
Workload	0.195	0.090	0.211	2.159	0.033
Career Development	0.620	0.088	0.631	7.066	0.000

Source: Processed Primary Data, 2022

The regression equation resulted is:

$$Y = 1.914 + 0.146X_1 + 0.195X_2 + 0.620X_3 + e$$

The explanation of the regression equation is: (1) The constant value is 1.914, which means that if Work Discipline, Workload and Career Development is 0 then Employee Performance will increase by 1.914. (2) The coefficient of the Discipline variable (X1) is 0.146, it can be interpreted that every one unit change in Work Discipline (X1), the Employee Performance variable (Y) will increase by 0.146 assuming the other independent variables remain. (3) The regression coefficient of the Workload variable (X2) is 0.195, it can be interpreted that every one unit change in the Workload variable (X2), the Employee Performance variable (Y) will increase by 0.195 assuming the other independent variables remain. (4) The regression coefficient of the Career Development variable (X3) is 0.620, it can be interpreted that every one unit change in the Career Development variable (X3), the Employee Performance variable (Y) will increase by 0.620 assuming the other independent variables remain.

### Hypothesis Test Results

#### t Test (Partial)

Based on the results of partial hypothesis testing as presented in Table 5, it can be explained that (1) The t-value of the Work Discipline variable is 2.142 with a significance value of 0.035 < 0.05, which means that Work Discipline partially has a positive and significant effect on Employee Performance. The higher the work discipline that exists within the employee, the employee's performance will increase. The results of this study are in accordance with previous research conducted by Irwan, Gunawan, and Munir (2017) which stated that work discipline had a positive and significant effect on employee performance. (2) Workload t count value is 2.159 with a significance value of 0.033 < 0.05, which means that the workload partially has a positive and significant effect on employee performance. The higher the workload of employees, the performance of employees will increase. The results of this study are in line with previous research conducted by Purba and Ratnasari (2018) which states that workload has a positive and significant effect on employee performance. (3) Career Development t-count value is 7.066 with a significance value of 0.000 < 0.05, which means that Career Development partially has a positive and significant effect on Employee Performance. The higher the Career Development, the employee's performance will increase. The results of this study are not in line with previous research conducted by Mulyadi (2019) which stated that career development has a positive and significant effect on employee performance.

**Table 5. t Test Value Results**

Model	t	Sig.
1 (Constant)	1.317	0.191
Work Discipline	2.142	0.035
Workload	2.159	0.033
Career Development	7.066	0

Source: Processed Primary Data, 2022

#### F Test (Simultaneous)

Based on the F test as the results presented in Table 6, it is known that the calculated F value is 268,435 with a significance value of 0.000 < 0.05, then Ho is rejected, Ha is accepted. It can be concluded that simultaneously Work Discipline (X1), Workload (X2), and Career Development (X3) have a significant effect on Employee Performance.

**Table 6. Results of F test values**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1598.226	3	532.742	268.435	.000 <sup>b</sup>
	Residual	190.524	96	1.985		
	Total	1788.750	99			

Source: Processed Primary Data, 2022

#### Coefficient of Determination Test

The coefficient of multiple determination of Adjusted R-square obtained in this study is 0.890 or 89%. This value indicates that 89% performance variables can be explained by work discipline, workload and career development variables. While the remaining 11% can be explained by other variables that are not included in this research model.

**Table 7. Coefficient of Determination**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.945 <sup>a</sup>	.893	.890	1.409

Source: Processed Primary Data, 2022

## CONCLUSION

### Conclusion

Based on the results of the analysis that have been discussed previously, it can be concluded that:

1. Work discipline has a significant effect on the performance of employees of PT. Image of Buana Prakarsa.
2. Workload has a significant effect on the performance of employees of PT. Image of Buana Prakarsa.
3. Career development has a significant effect on the performance of employees of PT. Image of Buana Prakarsa.
4. Work discipline, workload, and career development simultaneously have a significant effect on the performance of PT. Image of Buana Prakarsa.

### Suggestion

Based on the results of the study and the conclusions obtained in this study, the following can be suggested:

1. Suggestions related to the Discipline variable that can be given are for employees to improve work discipline, must comply with the office working hours rules that have been applied, superiors need to provide strict sanctions for violations so that employees are disciplined and the need for periodic evaluations to find out the obstacles that exist in the implementation work discipline on employees
2. Giving workloads to employees should be considered in accordance with the skills possessed by employees so that the workload given can increase employee productivity.
3. Companies need to make career development planning strategies for employees, career development will encourage employee motivation at work and will contribute to improving employee performance.
4. Discipline, Workload and Development Variables in this study were only able to explain variations in Employee Performance by 89%, the remaining 11% was explained by other variables not included in this research model. For this reason, it is recommended for further researchers to be able to expand the research by adding other factors that may affect the performance of employees that describe the actual conditions.

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