

## **Effect Of Work Discipline And Employee Career Development On Work Productivity Employees PT. Star**

### **Pengaruh Disiplin Kerja Dan Pengembangan Karir Karyawan Terhadap Produktivitas Kerja Karyawan PT. Star**

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#### **ABSTRACT**

*PT. Bintang is engaged in selling fast moving consumer goods and is supported by as many as 101 employees. Employees become slow in work and also employees who are usually passionate in work for now look sluggish to work. In the company, there are problems with employee discipline in carrying out various jobs assigned to them. In the company, there are problems in employee career development where employees judge that the opportunity for him to have a career in the company is long enough. This research applies quantitative descriptive research. The total population used in this research were 101 employees with the technique of data sampling, the Slovin formula, consisting of 81 samples. There is a simultaneously significant influence between the variables of work discipline and career development toward the work productivity of PT. Bintang. Meanwhile, partially, it was found that the work discipline variable had a significant influence toward the work productivity of PT. Bintang. Partially found career development variables give a significant influence toward the work productivity of employees of PT. Bintang. The study results reveal that career development variables give more influence than work discipline on the work productivity of PT. Bintang.*

**Keywords:** Work Discipline, Career Development, Work Productivity

#### **ABSTRAK**

PT. Bintang bergerak dalam bidang penjualan fast moving customer goods dan didukung oleh sebanyak 101 karyawan. Karyawan menjadi lambat dalam bekerja dan juga karyawan yang biasanya penuh gairah dalam bekerja untuk saat ini terlihat lesu untuk bekerja. Dalam perusahaan, terdapat permasalahan pada disiplin karyawan dalam melakukan berbagai pekerjaan yang diberikan kepadanya. Dalam perusahaan, terdapat permasalahan pada pengembangan karir karyawan di mana karyawan menilai bahwa kesempatan dirinya dalam berkarir di perusahaan cukup lama. Penelitian ini mengaplikasikan jenis penelitian deskriptif dengan pendekatan kuantitatif. Jumlah populasi pada penelitian sebanyak 101 karyawan dengan teknik pengambilan sampel menggunakan rumus Slovin didapatkan sebanyak 81 sampel. Terdapat pengaruh Secara simultan dan signifikan antara variabel disiplin kerja serta pengembangan karir terhadap produktivitas kerja karyawan PT. Bintang. Sedangkan secara parsial ditemukan variabel disiplin kerja berpengaruh signifikan terhadap produktivitas kerja karyawan PT. Bintang. Secara parsial ditemukan variabel pengembangan karir berpengaruh signifikan terhadap produktivitas kerja karyawan PT. Bintang. Hasil dari penelitian ini menunjukkan bahwa variabel pengembangan karir lebih banyak memberi pengaruh daripada disiplin kerja terhadap produktivitas kerja karyawan PT. Bintang.

**Kata Kunci:** Disiplin Kerja, Pengembangan Karir, Produktivitas Kerja.

## **1. Introduction**

Today's business environment continues to experience very dynamic growth and development, so it always gets special attention for the entire company. In dealing with this, of course, we really need an effective and efficient management system. What is meant by effective and efficient is: all management policies are able to easily transform and also

accommodate any things happening in the business environment. So, the company is now seen as a closed and private system, but has become an open and transparent system which can face and manage various changes that happen optimally.

Human resources take such a great role in the company because it is claimed to be the dominant role to help running the operational system of a company and also lead them to achieve the purposes of the company. Human resources are also one of the components that can always freely adapt to all changes that occur so therefore, companies should be respecting every aspect of human resources on purpose to help creating quality human resources and produce optimal and satisfying work. company wants and needs.

Work productivity is: a measure of what is obtained from what is needed. Productivity is also usually used as a comparison between the totality of expenditure at a certain time with inputs during that period. The existence of good productivity in employees, employees will produce work efficiently and complete all work effectively. Therefore, attention to work productivity is stated to be crucial or important to support the development of the company.

Every company certainly wants to have employees who can work productively so that its development will also be faster and follow the direction that has been set. It's the same with PT. Bintang Mutiara Cemerlang which is engaged in selling fast moving consumer goods and is supported by as many as 101 employees. Employees of the company are also clearly divided into sections with their respective jobs.

There are problems with work productivity, which can be seen from the results of the work given by the employees that are currently less than optimal, where employees are slow at work and employees who are usually passionate at work for now look sluggish to work, for example: sales admin employees can usually create sales invoices quickly where to open 1 invoice usually only takes about 2 to 3 minutes, but for now the employee opens the invoice for 7 minutes and then it is handed over to the sales department to deliver the goods. Another example: sales employees who usually can receive orders from consumers as many as 10 invoices per day, but currently only receive 6 to 7 invoices, while the number of consumers they meet is usually 35 consumers a day, but for now it only met about 19 consumers. In addition, employees of the accounting and purchasing divisions are also considered to have experienced a decline in their work productivity where bookkeeping employees, who are usually able to complete each document before entering the new month, currently require around 3 to 4 additional days to complete all their work completely. Purchasing employees are usually able to quickly make purchases of products for sale that are empty, but for now they are just waiting for directions from their leaders without having the initiative to check themselves on the products to be purchased which are then reported to their superiors to ask the agreement.

Work discipline is an awareness and willingness from within an employee to obey all regulations and policies that have been set by the company along with social norms that have been enforced within the company. If the discipline is not optimally applied, it must be hard for companies to earn such an optimal and maximum results when employees do not work optimally, employees also will not complete all their responsibilities properly and on time. Within the company, there are problems with employee discipline in carrying out various tasks assigned to them, where some employees are currently seen to be often late for work.

From the data, it can be seen that every month there are as many as 40 to 50 delays where in a day it is estimated that as many as 2 people are late for work. Even though the delay is only 10 to 15 minutes, it will still be considered very bad because usually within 10 to 15 minutes, productive employees have been able to complete one of their jobs well, such as: attendance reports for employees who were present and not present the previous day or checking the recap of employees who are late and not on the previous day. In addition, some employees also often do not come to work or take leave more often by cutting their salary

because their leave has been used up. Employees are also considered to be very untimely or have never submitted reports according to the date set by their superiors and always pass these provisions, such as: employees in the administration department who are 6 days late from the specified date to submit reports to superiors which ultimately affect employees who fail. have a working relationship with him because without his report, employee reports related to him cannot be resolved.

Career development can be defined as the process to help improving personal work competencies on purpose to lead into the desired career. Employees who have plans to develop their careers will usually make self-improvement of all the shortcomings that exist in them so that when they hold a higher position, they are ready and will carry it out well. In the company, there are problems in employee career development where employees judge that the opportunity for him to have a career in the company is long enough.

The delay in providing career opportunities for employees is assessed because they still have to wait for their seniors to move up first or resign from the company before they have the opportunity to occupy a higher position, while the seniors have worked for 5 to 6 years and he has just worked for 4 years. Employees also think they will still be in the same position if they work for 2 more years where the position will remain as a normal staff without any significant salary increase due to receiving a promotion. Another assessment came from the management of the company (supervisor) where the superior considered that the employee was still not given the opportunity to develop his career because he still did not perform well in carrying out his work such as: often making mistakes, being late for work, and also the employee is still not working. working too long in the company because there are other employees who have already worked for a long time in the company and when compared in terms of knowledge and work insight, the employee who has worked for up to 6 years has the closest qualifications if his boss resigns from his position.

## **2. LITERATURE REVIEW**

### **Work Discipline Theory**

According to (Sutrisno, 2016), discipline indicates employees' respect towards the rules and regulations of the company. Therefore, if the existing regulations or provisions are not followed well, it shows the poor discipline of work of the employees. if the employee complies with the rules and provisions, it is showing such a good discipline situation of work.

(Afandi, 2016), work discipline is defined as an regulation or from the company's management, approved by the board of commissioners or the capital owners, agreed by the union and permitted by the Manpower Office, so that the company members become the subject of the order made, it is formed from the behavior series that indicate the values of obedience, obedience, order, and also order.

According to (Sisca, et al, 2020), discipline is a person's attitude towards the rules and policies that have been determined by the company so that it requires adjustment and willingness. The purpose of implementing discipline within the company is: so that all employees are willing and voluntarily to obey and follow the entire rules and regulations that exist in the company.

According to (Afandi, 2016), good discipline can be known as the indication of magnitude of individual responsibility for doing the job. Because it is going to improve the passion or enthusiasm for work, and lead to reach the company's purposes and goals. Spirit or moral is: a term that is widely used without a precise formulation. Enthusiasm describes a feeling, somewhat related to character, group spirit, excitement or activity. For groups of workers, the common usage is that enthusiasm denotes the climate and atmosphere of the work. High-spirited employees feel that they are involved in company goals and it can make their contributions and efforts are being recognized and appreciated. Employees with high

morale shows positive attitudes, for example: loyalty, cooperation, pride, joy, and obedience. High productivity and efficiency tend to be the result of such attitudes and actions.

These attitudes and actions include discipline. Discipline is included in the mental attitude of employees. What is meant by mental attitude are: attitudes towards work itself, towards working in industry, towards the need to produce quality products, towards excellent service to customers and finally towards moral integrity and reputation. Discipline should be empowered because without good individual support of discipline, the organization will be difficult to realize its goals. So it can be said that discipline can be the key in driving the company's success in reaching their predetermined goals.

Discipline functions to regulate life together, in a certain group or in society so that the relationships that exist between individuals with other individuals become better and smoother. According to (Antonius, 2020), discipline is an important element that exists in a productive employee at work because productive employees will usually always do all their work with discipline. Employees who are full of discipline and productivity also have clearer career paths than employees with low levels of discipline and productivity.

According to the description of the expert opinion above, it is concluded that work discipline is the behavior of an employee who obeys all regulations or policies that have been set by the company.

### **Career Development Theory**

According to (Larasati, 2020), "Career development can be defined as the condition of individual status improvement in a company's path of career and it also has been determined in the organization concerned."

According to (Saputra and Fadila, 2020), career development can be known as the process done in order to help improving individual ability of work in order to reach the desired career. Talent management can be regarded as a formal approach taken by organizations to ensure that individuals with the right experience qualifications are available when needed.

According to (Kusumawati, 2021), employees who work not only immediately receive a salary and pass their days just like that. At some point, employees will also feel bored with their work and begin to be unproductive at work. This is because employees also need a clear career for their future because no employee wants to be a subordinate forever. Employees also have a vision that they want to achieve and become a successful employee in their career. Therefore, the opportunity given to employees to develop their careers is very important in supporting their work activities.

According to the several perspectives of the experts described above, it is concluded that career development is training and increasing the level of education and is expected to become an employee who is optimally responsible for the company.

### **Work Productivity Theory**

(Sutrisno, 2016), productivity is generally defined as the relationship between output (goods or services) and also the inputs (labor, money, materials,). Productivity is defined as a measurement of efficiency of productivity. A comparison between the output toward the input. Inputs are sometimes defined as the labors, while outputs used to measure the units, the physical values and also the forms.

According to (Astuti and Iftadi, 2016), productivity is defined as a series of activities needed to process or change a set of inputs (inputs) into a number of outputs (outputs) that have added value. Meanwhile, productivity can be simply expressed as a comparison between output per input.

According to (Sisca, et al, 2020), "Work productivity is: mental attitude or certain efforts made by someone to increase work results in the form of goods or services as much as

possible by using available resources in a certain period.”

According to (Kusumawati, 2021), employees who work not only immediately receive a salary and pass their days just like that. At some point, employees will also feel bored with their work and begin to be unproductive at work. This is because employees also need a clear career for their future because no employee wants to be a subordinate forever. Employees also have a vision that they want to achieve and become a successful employee in their career. Therefore, the opportunity given to employees to develop their careers is very important in supporting their work activities

According to several definitions from the experts, it can be defined that work productivity is a mental attitude that is always trying to improve efficiency and systems of work, techniques of production and improve the workforce skills.

### 3. Research Methods

In this study, the techniques of data analysis is using analysis of descriptive statistical and regression of multiple linear.

According to (Sopanah, et al, 2020), Descriptive statistical analysis was carried out to provide a general description of the research character. This analysis shows the amount of research data and the description shows the maximum value, the average value, the minimum value, and also standard deviation of every variable used.

According to (Nasution and Barus, 2019), "Multiple linear regression analysis is a test carried out to test each variable whether or not the independent variable influences the dependent variable." The regression analysis test of this study was to determine whether the independent variable (Work Discipline and also Career Development) had an effect on the dependent variable (Work Productivity).

### 4. Results and Discussion

#### Multiple Linear Regression Analysis Results

The results of multiple linear regression can be seen in table 2, namely:

**Table 2. Linear Regression Analysis**

Model	Coefficients <sup>a</sup>					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
	B	Std. Error	Beta				
1 (Constant)	26.510	3.960		6.695	.000		
Disiplin Kerja	.631	.084	.604	7.528	.000	.977	1.023
Pengembangan Karir	.327	.088	.299	3.720	.000	.977	1.023

a. Dependent Variable: Produktivitas Kerja

Based on table 2 of the unstandardized coefficients column in part B, the model of multiple linear of regression equation namely:

1. The constant ( $\alpha$ ) = 26.510 indicates a constant value, if the value of the independent variable (X1) is: work discipline and the variable (X2) is: career development is worth 0, then work productivity is: still worth 26.510.
2. The coefficient of X1( $b_1$ ) = 0.631 indicates that the work discipline variable (X1) has a positive effect on work productivity of 0.631. This means: for every 1 unit increase in the value of work discipline (X1), the value of work productivity will increase by 63.1%.
3. The coefficient of X2( $b_2$ ) = 0.327 indicates that the career development variable (X2) has a positive effect on work productivity of 0.327. It means: every increase in the value of career development (X2) by 1 unit, then the value of work productivity will increase by 32.7%.



**Coefficient Of Determination Results**

The results of the determination coefficient are shown in table 3, are:

**Table 3. Coefficient Of Determination Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.713 <sup>a</sup>	.509	.496	3.770	1.814

a. Predictors: (Constant), Pengembangan Karir, Disiplin Kerja

b. Dependent Variable: Produktivitas Kerja

According to table 3 above, it is known that the Adjust R Square (Adjusted R2) or the coefficient of determination value correlated with the number of variables and the sample size so that it is able to reduce the bias if is assumed that there are additional variables or additional sample sizes: 0.496. This means that the influence magnitude of work discipline and career development toward the work productivity is: 49.6% and the remaining 50.4% is determined by other factors originating from outside this research model such as: compensation, performance appraisal, work discipline, training and other variables.

**Simultaneous Significant F**

The results of the simultaneous significant test (F) are shown in table 4, as follows:

**Table 4. Test F**

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1148.842	2	574.421	40.412	.000 <sup>a</sup>
	Residual	1108.713	78	14.214		
	Total	2257.556	80			

a. Predictors: (Constant), Pengembangan Karir, Disiplin Kerja

b. Dependent Variable: Produktivitas Kerja

Based on table 4, the value of Fcount (40.412) > Ftable (3.11) with a significant level of 0.00 < 0.05 so it can be concluded that H3 is getting accepted with the understanding that there is a significant effect of the variables work discipline and career development on the work productivity of PT Star.

**Partially Significant (T)**

**Tabel 5. Test T**

**Hasil Pengujian Parsial (Uji-t)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	26.510	3.960		6.695	.000		
Disiplin Kerja	.631	.084	.604	7.528	.000	.977	1.023
Pengembangan Karir	.327	.088	.299	3.720	.000	.977	1.023

a. Dependent Variable: Produktivitas Kerja

Based on table 5 shows the following explanation:

1. On the work discipline variable (X1), it can be seen that the value of tcount (7.528) > table (1.990) with a significance of 0.000 < 0.05 so it is stated that there is found a significant positive effect between work discipline on the work productivity of PT. Brilliant Pearl Star so H1 is accepted.
2. In the career development variable (X2), it can be seen that the value of tcount (3.720) >

table (1.990) with a significance of  $0.000 < 0.05$  so it is stated that there is a significant positive effect between career development on the work productivity of PT. Brilliant Pearl Star so H2 is accepted.

Afandi (2016: 1), work discipline can be defined as the regulation or order of the management of an organization, approved by the board of commissioners or the capital owners, agreed by the trade union and known by the Manpower Office, so that people who are members of the organization becomes the subject of the order, therefore it is made through a process of a series of behaviors that indicates the values, obedience, and order.

According to Laurandia (2019: 67), to increase an employee's productivity in carrying out work effectively and efficiently, the company's management must first pay attention to things that can hinder employee productivity which usually include motivation, enthusiasm, salary provision, awards, employee discipline and various other things. By paying attention to these things, usually employees will automatically become productive at work.

The results of this study are in line with research conducted by Syaputra (2017) with the title *The Effect of Work Spirit and Work Discipline on Employee Work Productivity at PT. midi*. Data collection techniques using a questionnaire using a Likert scale. The total population used is 78 employees and the sample is 78 employees. The data analysis technique used is multiple linear regression analysis, t-test, F-test, and R2. Partially or simultaneously, work enthusiasm and work discipline have a significant effect on work productivity.

The results of partial hypothesis testing using t-test, have a value of tcount (7.528) > table (1.990) with a significance of  $0.000 < 0.05$  so it can be concluded that there is a significant positive effect between work discipline on the work productivity of PT. Stars so that H1 is accepted.

In the company, there are problems with employee discipline in carrying out various tasks assigned to them, where some employees currently seem to be often late for work. In addition, some employees are often absent from work or are more often on leave. Employees are also considered to be very untimely or never submit reports according to the date set by their superiors and always pass the provisions.

According to (Larasati, 2020), "Career development is a condition that indicates an increase in a person's status in an organization in the career path that has been determined in the organization concerned."

According to (Kusumawati, 2021), employees who work not only immediately receive a salary and pass their days just like that. At some point, employees will also feel bored with their work and begin to be unproductive at work. This is because employees also need a clear career for their future because no employee wants to be a subordinate forever. Employees also have a vision that they want to achieve and become a successful employee in their career. Therefore, the opportunity given to employees to develop their careers is very important in supporting their work activities.

The results of this study are supported by the research from Pratama (2021) with the title *The Effect of Work Spirit, Competence and Career Development on Employee Productivity at PT. Indofood*. The technique of data collection was using questionnaires and Likert scale. The population used is 94 employees and the number of samples used is 94 employees. The data analysis technique used was multiple linear regression analysis, t-test, F-test, and R2. Partially or simultaneously morale, competence and career development have a significant effect on work productivity

The results of partial hypothesis testing using t-test, have a tcount value (3.720) > table (1.990) with a significance of  $0.000 < 0.05$  so it can be stated that there is a significant positive effect between career development on work productivity of PT. Stars so that H2 is accepted.

In the company, there are problems in employee career development where employees consider that the opportunity for themselves in a career in the company is long

enough because they still have to wait for their seniors to move up first or resign from the company before they have the opportunity to occupy a higher position. Another assessment came from the company's management (boss) where the superior considered that the employee had not been given the opportunity to develop his career because he had not performed well in carrying out his work.

According to (Sisca, et al, 2020), "Work productivity is: mental attitude or certain efforts made by someone to increase work results in the form of goods or services as much as possible by using available resources in a certain period."

According to (Antonius, 2020), discipline is an important element that exists in a productive employee at work because productive employees will usually always do all their work with discipline. Employees who are full of discipline and productivity also have clearer career paths than employees with low levels of discipline and productivity.

This study results are linear to the research by Azhari and Andriani (2020) with the title The Effect of Motivation and Work Discipline on Employee Work Productivity at PT. Indomarco. The technique of data collection used questionnaire and Likert scale. The population used is 86 employees and the sample used is 86 employees. The technique of data analysis is multiple linear regression analysis, t-test, F-test, and R<sup>2</sup>. Partially or simultaneously motivation and work discipline have a significant effect on work productivity.

The results of simultaneous hypothesis testing using the F-test, have a value of Fcount (40.412) > Ftable (3.11) with a significant level of 0.00 < 0.05 so it can be concluded that H<sub>3</sub> is accepted with the understanding that there is a significant influence between work disciplines and career development on the work productivity of PT. Star.

According to several results of research done, it can be revealed that work discipline and career development have a positive and significant impact on work productivity of PT. Star. The results show that the value of Adjust R Square (Adjusted R<sup>2</sup>) or the coefficient of determination that has been correlated with the number of variables and size of sample so that it is able to help reducing bias if there is an additional variable or additional sample size obtained is: 0.496. This means that the magnitude of the influence of work discipline and career development toward work productivity is: 49.6% and the remaining 50.4% is influenced by other factors originating from outside this research model such as: compensation, performance appraisal, work discipline, training and other variables.

Employees become slow at work and also employees who are passionate about work for now look sluggish to work. In addition, employees for each section are also assessed to have decreased in their work productivity where employees who are usually able to complete each document before entering the new month, currently need about an additional 3 to 4 days to complete all their work completely.

## 5. Conclusion

Work discipline gives a positive and also significant influence toward the work productivity of PT. Bintang, Career development gives a positive and also significant influence toward the work productivity of PT. Bintang, as well as work discipline and career development have a significant influence toward the work productivity of PT. Bintang, the coefficient of X<sub>1</sub>(b<sub>1</sub>) = 0.631 indicates that the work discipline variable (X<sub>1</sub>) has a positive effect on work productivity of 0.631. This means: for every 1 unit increase in the value of work discipline (X<sub>1</sub>), the value of work productivity will increase by 63.1%. The coefficient of X<sub>2</sub>(b<sub>2</sub>) = 0.327 shows that the career development variable (X<sub>2</sub>) has a positive effect on work productivity of 0.327. This means: every 1 unit increase in the value of career development (X<sub>2</sub>), the value of work productivity will increase by 32.7%. The Adjust R Square value obtained is: 0.496. This means that the magnitude of the influence of work discipline and career development on work

productivity is: 49.6% and the remaining 50.4% is getting influenced by other factors outside this research model such as: compensation, performance appraisal, work discipline, training and other variables.

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