

# Analysis of the Influence of Career Development and Work Discipline on Employee Performance which is Mediated by Organizational Culture

Muhammad Aghis Wahidu Zaman<sup>1\*</sup>, Nasharuddin Mas<sup>2</sup>

<sup>1,2</sup>Postgraduate Program of Management, Universitas Widya Gama, Indonesia

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### Corresponding Author:

Muhammad Aghis Wahidu Zaman  
([agiswow@gmail.com](mailto:agiswow@gmail.com))

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## ABSTRACT

This study aims to determine the effect of the influence of career development and work discipline on employee performance mediated by organizational culture. The sampling technique used in this study was purposive sampling with 105 respondents. And the data is processed through Smart Partial Least Square (PLS 4) software. The results of this study indicate that the strong influence of appropriate career development is not able to encourage increased employee performance, appropriate work discipline is able to strongly encourage increased employee performance, appropriate organizational culture is able to strongly encourage increased employee performance, appropriate career development is able to strongly encourage increased organizational culture, appropriate work discipline is able to strongly encourage increased organizational culture, organizational culture is able to be a full mediation of the effect of career development on employee performance, organizational culture is able to be a partial mediation of the effect of work discipline on employee performance.

## 1. INTRODUCTION

In running the government system, adequate human resources are needed, especially in providing the best service to the community. Village officials are people who run the government system at the village level, which is part of the lowest level of government led by the Village Head / Head of Village, so it is a necessity that Village Officials are directly in contact with people who have a variety of different backgrounds. It is imperative that all Village Officials and other staff have adequate human resources to provide the best service. Quoting from (Chasanah, 2008) states that the position of human resources in the highest position is useful to encourage companies (in this case the Village Government) to display behavioral norms, values, and beliefs as an important means of improving their performance (Chasanah, 2008).

Important things related to HR (Human Resources) in running and managing Village Government administration include Career Development, Discipline, and Organizational Culture. These three things are the most important things that are interrelated. Career Development is very important for all employees in the Village Government, namely by increasing the competence of the field that is their responsibility. Services will be very slow if employees do not have competencies related to their fields, of course, it will also hamper the running of duties and obligations in providing services to the community.

This is in line with what is revealed by (Rivai, 2009) that one of the indicators in improving career development is through training or training. Disclosed by Betty Asmaya (2021) that education is a means of self-development, because education will be able to measure a person's ability to analyze and solve problems.

As a form of effort to improve and evaluate the performance of Village Government employees in Jabung District, based on the results of observations and observations of researchers, employee performance has not been fully realized. When examined more deeply, this is caused by several factors, including a lack of awareness in forming a good organizational culture environment, this can be expressed through several symptoms with employees who have not been disciplined often and even deliberately arriving late, employees who often delay work so that there is a pile of tasks that never end, not to mention at certain times employees who leave the office for unclear reasons, still low employees to increase their capacity as Village Apparatus and there are still employees who do not understand career development and efforts to achieve it.

From the explanation and description above, to solve the problems that occur, an in-depth study is needed related to career development, the level of discipline, and organizational culture which is closely related to employee performance, for this reason the researcher formulates a study with the title "Analysis of the Effect of Career Development, Work Discipline Through Organizational Culture on Employee Performance" (Study on Village Government Office Employees in Jabung District, Malang Regency).

## **2. LITERATURE REVIEW**

### **1) Career Development (X1)**

According to Donald E. Super (1992), an individual does career planning, career exploration, has knowledge about making career decisions (decision making), has knowledge (information) about the world of work (world of work information), has knowledge of preferred occupational groups, realizes career decisions (realization).

### **2) Work Discipline (X2)**

According to (Robbins, 2005), performance discipline is a person's awareness and willingness to obey all company regulations and applicable social norms.

### 3) Organizational Culture (Z)

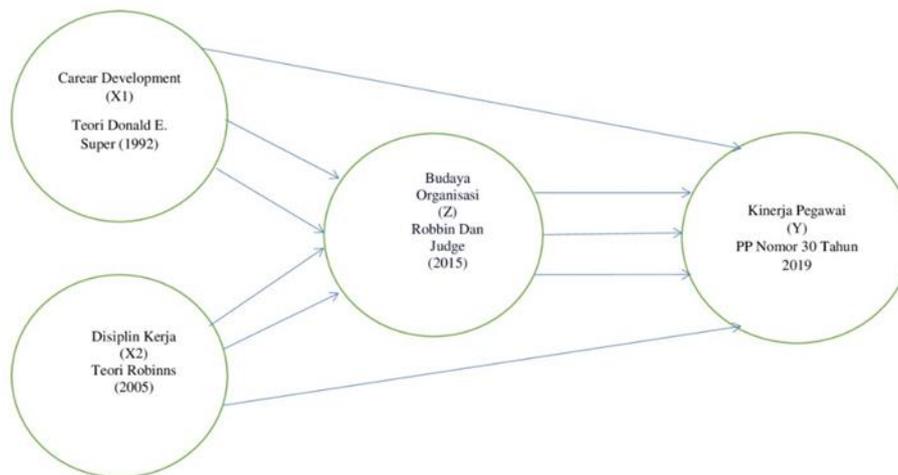
According to (Robbins, Stephen P. & Judge, 2015), organizational culture refers to a system of shared meanings applied by organizational members that distinguishes an organization from other organizations.

### 4) Employee Performance (Y)

Employee performance is the perception of the leadership in assessing the level of achievement of the results achieved by the organization with activities, programs and policies in realizing the vision, mission, goals and objectives of the organization that have been targeted in organizational strategic planning. Employee performance measurement can be explained as a process used by leaders to determine whether an employee is doing work in accordance with his duties and responsibilities as well as evaluation for general human resource decisions and performance measurement is a bridge between strategic planning and accountability (Government Regulation Number 30 of 2019).

## 3. RESEARCH METHODS

In this research has quantitative research, so that quantitative methods can be stated as one of the research methods which will be based on philosophical science, the population level used in this research amounted to 105 people in the Village Government Office in Jabung District, Malang Regency. In this research, one way of determining the sample is to use Purposive Sampling. The data collection techniques are documentation, questionnaires and observation, the information used is secondary and primary, while the data analysis technique used is SmartPLS version 4.0. The conceptual model in this study is as follows:



**Figure 1.** Conceptual Model

#### Source:

- Career Development (X1) → (Donald E. Super, 1992)
- Work Discipline (X2) → (Robbins, 2005)
- Employee Performance (Y) → (PP Number 30 of 2019)
- Organizational Culture (Z) → (Robbins and Judge, 2015)

### Hypothesis:

1. The effect of Carrer Development on Employee Performance
2. Effect of Work Discipline on Performance Improvement
3. Effect of Organizational Culture on Employee Performance
4. Effect of Carrer Development on Organizational Culture
5. Effect of Work Discipline on Organizational Culture
6. The effect of career development on employee performance that mediates Organizational Culture
7. The effect of work discipline on employee performance that mediates Organizational Culture

## 4. RESULTS AND DISCUSSION

### Results

Data on the characteristics of respondents in this study include: 1) by gender; 2) by education; 3) by position; and 4) by tenure. The four characteristics of the respondents are presented in the table below:

**Table 1.** Characteristics of Respondents Based on Gender

No.	Gender	Total	Percentage
1	Male	77	88,85%
2	Female	28	29,4%
	Total	105	100%

Source: Primary data processed (2023)

Based on Table 1, it is known that of the 105 research samples, 88.85% of respondents had male gender, and 29.4% of respondents had female gender. Most of the respondents or Village Government employees in Jabung District, Malang Regency are male.

**Table 2.** Characteristics of Respondents Based on Type of Education

No.	Education Level	Total	Percentage
1	Strata 1/S1	14	14,7%
2	Diploma	1	1,05%
3	SMA	90	94,5%
	Total	105	100%

Source: Primary data processed (2023)

Based on Table 2. It is known that of the 105 research samples, 14 samples of employees who have the latest Strata 1 / S1 education, 1 sample of employees who have the latest Diploma education, 90 samples of employees who have the latest high school education. Most of the respondents or Village Government employees in Jabung District, Malang Regency have a high school education.

**Table 3.** Characteristics of Respondents Based on Type of Position

No.	Position	Total	Percentage
1	Village Secretary	15	15,75%
2	Head of Administration and General Affairs	15	15,75%
3	Head of Finance	15	15,75%
4	Head of Planning	15	15,75%
5	Head of Government	15	15,75%
6	Welfare Section	15	15,75%
7	Service Section	15	15,75%
	Total	105	100%

Source: Primary data processed (2023)

Based on Table 3, it is known that out of 105 research samples, 15.75% of respondents have the position of Village Secretary, 15.75% of respondents have the position of Head of Administration and General Affairs, 15.75% of respondents have the position of Head of Finance, 15.75% of respondents have the position of Head of Planning, 15.75% of respondents have the position of Head of Government Section, 15.75% of respondents have the position of Head of Welfare Section, 15.75% of respondents have the position of Head of Service Section.

**Table 4.** Characteristics of Respondents Based on Length of Service

No.	Length of Service (Years)	Total	Percentage
1	0 - 5	31	32,55%
2	6-10	33	34,65%
3	11-15	18	18,9%
4	16 - 20	14	14,7%
5	21 - 25	9	9,45%
	Total	105	100%

Source: Primary data processed (2023)

Based on Table 4, it is known that of the 105 research samples, 31 employee samples had a work period of 0-5 years, 33 employee samples had a work period of 6-10 years, 18 employee samples had a work period of 11-15 years, 14 employee samples had a work period of 16-20 years, 9 employee samples had a work period of 21-25 years. Most of the respondents or Village Government employees in Jabung District, Malang Regency have a working period of 6-10 years.

Cronbach's alpha is a group of indicators that measure a variable that has good composite reliability based on the alpha coefficient value with a value greater than 0.60. Composite reliability is a group of indicators that measure a variable that has good composite reliability based on a score of more than 0.70 (Cresweel, 2017) Average variance extracted describes the amount of variance or diversity of manifest variables

that can be owned by latent constructs provided the value is greater than 0.50 (Cresweel, 2017). The results of the Cronbach's alpha, composite reliability, and average variance extracted tests can be seen in the table below, as follows:

**Table 5.** Cronbach's Alpha, Composite Reliability, and Average Variance Extracted

Variable	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
Career Development (X1)	0.96	0.968	0.61
Work Discipline (X2)	0.936	0.941	0.693
Organizational Culture (Z)	0.977	0.98	0.704
Employee Performance (Y)	0.979	0.981	0.739

Source: Primary data processed (2023)

From Table 5. above, it can be seen that the Cronbach's alpha value, Career Development is 0.960, Work Discipline is 0.936, Organizational Culture is 0.977, and Employee Performance is 0.979, all of which are greater than 0.70. Likewise with the Composite reliability value, Career Development is 0.968, Work Discipline is 0.941, Organizational Culture is 0.980, and Employee Performance is 0.981, all of which are greater than 0.60. So it can be said that all indicators are able to measure their latent constructs. While the next shows the Average Variance Extracted (AVE) value of Career Development of 0.610, Work Discipline of 0.693, Organizational Culture of 0.704, and Employee Performance of 0.739, all of which are greater than 0.50. This means that the construct can explain 50% or more of the variance of its indicators.

The R-Square value is a value that considers how much the independent variable affects the dependent variable (Riyanto, S., & Hatmawan, 2020) The results of the r-square and adjusted r-square tests can be seen in the table below, as follows:

**Table 6.** R-Square value

Variable	R-square	R-square adjusted
Organizational Culture (Z)	0.919	0.918
Employee Performance (Y)	0.967	0.966

Source: Primary data processed (2023)

In Table 6. above, it can be seen that the R-Square value of the endogenous construct of Organizational Culture obtained is 0.919 or 91.9%. These results indicate that Career Development and Work Discipline have an influence of 91.9% on Organizational Culture. According to the opinion of Sarstedt et al. (2017), the coefficient of determination (R<sup>2</sup>) value shows that the model can be said to be strong because the value is greater than 0.75.

Then for the R-Square value of the endogenous construct Employee Performance obtained is 0.967 or 96.7%. These results indicate that Career Development, Work

Discipline, and Organizational Culture have an influence of 96.7% on Employee Performance. According to the opinion of Sarstedt et al. (2017), the coefficient of determination (R<sup>2</sup>) value shows that the model can be said to be strong because the value is greater than 0.75.

Path coefficient is a standard regression coefficient that shows the direct effect of an independent variable on the dependent variable in a particular path model, while the specific indirect effect aims to analyze how strong the influence of a variable is with other variables, both between exogenous and endogenous. The results of the path coefficient test and specific indirect effects can be seen in the table below, as follows:

**Table 7.** Path Coefficients

<b>Path</b>	<b>Original sample (O)</b>	<b>Sample mean (M)</b>	<b>Standard deviation (STDEV)</b>
Career Development (X1) → Employee Performance (Y)	0.028	0.029	0.044
Work Discipline (X2) → Employee Performance (Y)	0.157	0.16	0.055
Organizational Culture (Z) → Employee Performance (Y)	1.156	1.159	0.073
Career Development (X1) → Organizational Culture (Z)	0.238	0.231	0.076
Work Discipline (X2) → Organizational Culture (Z)	0.751	0.756	0.069

Source: Primary data processed (2023)

- 1) The Career Development Path to Employee Performance has an original sample value of 0.028, which means that if Career Development increases by one percent, then Employee Performance will decrease by 0.028 percent.
- 2) The Work Discipline pathway to Employee Performance has an original sample value of 0.157, which means that if Work Discipline increases by one percent, then Employee Performance will decrease by 0.157 percent.
- 3) The Organizational Culture path to Employee Performance has an original sample value of 1.156, which means that if Organizational Culture increases by one percent, Employee Performance will decrease by 1.156 percent.
- 4) The Career Development Path to Organizational Culture has an original sample value of 0.238, which means that if Career Development increases by one percent, Organizational Culture will also increase by 0.238 percent.
- 5) The Work Discipline path to Organizational Culture has an original sample value of 0.751, which means that if Work Discipline increases by one percent, Organizational Culture will also increase by 0.751 percent.

**Table 8.** Specific Indirect Effect

Hypothesis	Path	T-Statistics	P-Values	Conclusion
H1	Career Development (X1) → Employee Performance (Y)	0.632	0.528	Unacceptable
H2	Work Discipline (X2) → Employee Performance (Y)	2.835	0.005	Acceptable
H3	Organizational Culture (Z) → Employee Performance (Y)	15.878	0.000	Acceptable
H4	Career Development (X1) → Organizational Culture (Z)	3.137	0.002	Acceptable
H5	Work Discipline (X2) → Organizational Culture (Z)	10.893	0.000	Acceptable
H6	Career Development (X1) → Organizational Culture (Z) → Employee Performance (Y)	3.224	0.001	Acceptable
H7	Work Discipline (X2) → Organizational Culture (Z) → Employee Performance (Y)	8.159	0.000	Acceptable

Source: Questionnaire data processed, 2021

Based on the data presentation in Table 5.19 above, it can be seen that of the 7 hypotheses proposed in this study, H2, H3, H4, H5, H6, and H7 can be accepted because each effect shown has a T-Statistics value > 1.96 and P-Values < 0.05. Meanwhile, H1 cannot be accepted because it has a T-Statistics value < 1.96 and a P-Values value > 0.05.

## Discussion

### 1. The Effect of Career Development on Employee Performance

The results of hypothesis testing show that appropriate career development is not fully able to encourage more optimal employee performance at the Village Government Office in Jabung District, Malang Regency. These results are not in accordance with the results of research (Amelia Yuniar & Saragih, 2020) and Franklin M. Lartey (2021) which concluded that career development has a positive and significant effect on employee performance.

### 2. The Effect of Work Discipline on Employee Performance

The results of hypothesis testing show that appropriate work discipline is able to strongly encourage an increase in optimal employee performance at the Village Government Office in Jabung District, Malang Regency. This is in accordance with the results of research (Prawatya & Raharjo, 2012) and (Paksi Dwi Setyo, 2015) which show that work discipline has a positive and significant effect on employee performance.

### 3. The Effect of Organizational Culture on Employee Performance

The results of hypothesis testing, it is known that an appropriate organizational culture is able to strongly encourage an increase in employee performance more optimally at the Village Government Office in Jabung District, Malang Regency. This is in accordance with the results of previous research (Ilham Khalid, 2015) and

(Paksi Dwi Setyo, 2015). The study concluded that employee organizational culture has a significant effect on employee performance.

#### **4. The Effect of Career Development on Organizational Culture**

The results of hypothesis testing show that appropriate career development is able to strongly encourage an increase in organizational culture more optimally in employees of the Village Government Office in Jabung District, Malang Regency. This is in accordance with the results of previous research Zhu Jia-jun & Song Hua-ming (2022) and (Bilkisu et al., 2022) which concluded that career development has a positive and significant effect on organizational culture.

#### **5. The Effect of Work Discipline on Organizational Culture**

The results of hypothesis testing, it is known that appropriate work discipline is able to strongly encourage the improvement of organizational culture in employees of the Village Government Office in Jabung District, Malang Regency.

#### **6. The Effect of Career Development on Employee Performance Mediated by Organizational Culture**

The results of hypothesis testing show that Organizational Culture plays a role in mediating the indirect effect of Career Development on the Performance of Village Government Employees in Jabung District, Malang Regency.

Based on the opinion of Baron & Kenny (1986), the Organizational Culture acts as a perfect mediation (full mediation) on the effect of Career Development on Employee Performance. This is because the relationship of Career Development to Organizational Culture is significant, the relationship of Organizational Culture to Employee Performance is significant, while the direct relationship of Career Development to Employee Performance is not significant.

#### **7. The Effect of Work Discipline on Employee Performance Mediated by Organizational Culture**

The results of hypothesis testing show that organizational culture is able to be a strong mediator of the effect of work discipline on employee performance at the Village Government Office in Jabung District, Malang Regency.

Based on the opinion of Baron & Kenny (1986), the Organizational Culture acts as a partial mediation of the influence of Work Discipline on Employee Performance. This is because the relationship of Work Discipline to Organizational Culture is significant, the relationship of Organizational Culture to Employee Performance is significant, as well as the direct relationship of Work Discipline to Employee Performance is significant.

### **5. CONCLUSION**

1. Although career development is appropriate, it is not able to encourage an increase in employee performance more optimally at the Village Government Office in Jabung District, Malang Regency.
2. Appropriate work discipline is able to strongly encourage an increase in optimal employee performance at the Village Government Office in Jabung District, Malang Regency.

3. Appropriate organizational culture is able to strongly encourage an increase in optimal employee performance at the Village Government Office in Jabung District, Malang Regency.
4. Appropriate career development is able to strongly encourage an increase in organizational culture more optimally in employees of the Village Government Office in Jabung District, Malang Regency.
5. Appropriate work discipline is able to strongly encourage an increase in organizational culture in employees of the Village Government Office in Jabung District, Malang Regency.
6. Organizational culture is able to become a full mediation of the effect of career development on employee performance at the Village Government Office in Jabung District, Malang Regency. This means that career development cannot affect employee performance directly without going through organizational culture.
7. Organizational culture is able to be a partial mediation of the effect of work discipline on employee performance at the Village Government Office in Jabung District, Malang Regency. This means that work discipline is able to directly influence employee performance even though it is not through organizational culture.

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