

## **The Effect of Work Discipline and Career Development on the Work Productivity of Employees at the Education Office and the Culture of Wajo District**

**Harcang<sup>1</sup>, Muhammad Guntur<sup>2</sup>, Herman<sup>3</sup>, Risma Niswaty<sup>4</sup>**

<sup>1,2,3,4</sup>Universitas Negeri Makassar

Email: [harcang123@gmail.com](mailto:harcang123@gmail.com)

### **ABSTRACT**

Human resources are seen as a very important organizational asset because humans are human resources who are always needed in every organizational activity. This research is a type of quantitative research that aims to determine and analyze how the influence of work discipline and career development on employee productivity at the Department of Education and Culture of Wajo Regency. The independent variable in this research is career development while the dependent variable is employee productivity. The population in this study were all employees of the Department of Education and Culture of Wajo Regency. Data were obtained using questionnaires, observatio , documentation, and interview. The data analysis method used is validity test, reliability test, and correlation test. data analysis used is descriptive analysis (percentage and mean), test classic assumption (normality test, liniarity test multicollinearity, heteroscedasticity test) regression test, t-test, test-f, and test the delta coefficient of determination ( $R^2$  ). The results showed that work discipline and career development simultaneously affect the work productivity of employees at the Department of Education and Culture of Wajo Regency.

Keywords: Discipline, career development, work productivity

### **INTRODUCTION**

Human resources are the potential results of the human mind that are obtained from the learning process, knowledge, and experience that are collected patiently and diligently through long and hard work and struggle (Andrioni & Popp, 2012; Bernardin & Russell, 2006; Kesti, 2012; Liu & Wall, 2005). Therefore, human resources are defined as productive human activities for the benefit of society and personal interests. Human resources are seen as a very important organizational asset because humans are human resources who are always needed in every organizational activity (Niswaty, AM, Saleh, Baharuddin, & Arhas, 2019; Saleh & Darwis, 2016), also have a big role in determining the success of an organization (Amanurhidayani, Akib, & Darwis, 2017; Saggaf, Akib, Salam, Baharuddin, & Kasmita, 2018) Civil servants as the main element of human resources of the state apparatus have an important role in determining the success of governance and development (Hariyono et al., 2019; Kadarisman, 2019; Kruyen & Van Genugten, 2020). This role is indicated by his attitude and behavior that is full of loyalty and obedience to the state, has good morals and mentality, is professional, is aware of his responsibilities as a servant of the state and public servant, and is able to become the glue of national unity. The utilization of the state apparatus is part of the strategy in carrying out tasks to achieve good work productivity results and is intended to be able to best support the implementation of government functions in accordance with what is

expected (Janzen & Sandberg, 1998; Leitão, Pereira, & Gonçalves, 2019)(Niswaty, Juniati, Darwis, Salam, & Arhas, 2019)

Discipline is a mental attitude that is reflected in the actions or behavior of individuals, groups or communities in the form of obedience set by the government or ethics, norms, rules that apply for certain purposes. Discipline refers to a pattern of behavior, therefore the existence of an agency or organization in any form, both on a large and small scale, cannot be separated from the element of human resources (Goncharenko & Khadaroo, 2020; Schleu & Hüffmeier, 2020; Waris, 2015). Human resources in question are people who provide energy, thoughts, talents, creativity and business in an agency or organization. Every agency or organization seeks to get employees who are involved in organizational activities or an agency or organization can provide work performance. in the form of work productivity as high as possible to realize the goals that have been set previously.

Development career affect organizational commitment and performance of employees, where the development of carrer a formal approach by the organization to ensure people in the organization have appropriate qualifications and ability and experience fit when needed. Therefore, an organization needs to manage careers and develop them well so that employee productivity is maintained and able to encourage employees to always do the best and avoid work frustration which results in a decrease in the performance of an organization or agency.

To achieve high productivity, organizations need to pay attention to work discipline. (Hasibuan, 2011) defines discipline that all agreements, rules that have been set, and orders from superiors must be respected, obeyed, and fully implemented. Thus, work discipline is a real practice of employees against the set of regulations contained in an organization. This is in accordance with the government regulation of the republic of Indonesia number 53 of 2010 concerning civil servant discipline, namely the ability of civil servants to comply with obligations and avoid the prohibitions specified in laws and regulations and official regulations which if not obeyed or violated will be subject to disciplinary punishment. We can see that work productivity is an outcome that every government organization or private organization creates, because the creation or achievement of productivity in an organization is influenced by employee awareness to carry out work skilfully (Berardelli et al., 2019; Palvalin, 2019; Rizio et al., 2020)

Based on field observations that the author made in October, that the productivity of the Wajo Regency Education and Culture Office employees is still lacking, this is due to the limitations of office facilities such as computers, printers and other facilities, besides that there are also employees at the Wajo Regency Education and Culture Office who still often leave the office. or absent during working hours. So that to be able to complete the work, one of which is providing services to the community tends to be not optimal, because of the emergence of a sense of laziness in completing the existing work. One of them is the difference in competence. Competence possessed by an employee in himself in order to do work with satisfactory results (Claeys et al., 2015; Hewagama, Boxall, Cheung, & Hutchison, 2019; Waris, 2015). Competence can be obtained by someone through formal and non-formal education. The difference in the competencies possessed by these employees occurs because access to education to develop their competencies is not evenly distributed in each region, therefore it is necessary to develop each employee at the Wajo Regency Education and Culture Office so that employee productivity can be maximized.

## **METHOD**

The type of research used in this research is quantitative with a survey approach. The research sample was 30 people. The data collection techniques used were observation, documentation, and questionnaires. The data analysis technique used is descriptive analysis (multiple linear regression) with the help of SPSS version 22.0 software. Furthermore, a classic assumption test is carried out which is a statistical requirement in multiple linear regression analysis based on Ordinary Least Square (OLS), Nachtsheim, Neter, Li, & Kutner (2004), namely: Data Normality Test, Multicollinearity Test, Heteroscedasticity Test Hypothesis Test, Correlation Coefficient Analysis (R), Coefficient of determination (R<sup>2</sup>).

## **RESULT AND DISCUSSION**

This section will describe the results of research on the influence of work discipline and career development on the work productivity of employees at the Department of Education and Culture of Wajo Regency. This discussion provides answers to the formulation of research problems that have been made previously, for more details can be seen in the following description.

### **Work Discipline at the Department of Education and Culture of Wajo Regency**

Discipline (Diana 2014) is obeying applicable laws and regulations, while "employee discipline is the obedience of the employee concerned in respecting the work agreement with an agency or organization where he works" (Suryadi Prawirosentono, 1999:31).

To find out the work discipline of employees at the education and culture office of Wajo Regency, the researchers used the work discipline indicators proposed by M. Harlie in (Diana 2014) which explains 6 (six) indicators that can be used to measure employee work discipline, namely attendance, effectiveness, and performance. work efficiency, work skills, morale, attitude and personality at work, and creative and innovative at work.

Based on the results of the study, it can be seen that employee work discipline seen from the attendance indicators is in the very good category, effective and efficient work is in the very good category, work skills are in the fairly good category, high morale is in the very good category, attitudes and personality at work is in the very good category, and creative and innovative at work is in the quite good category. Overall, it can be concluded that the work discipline of employees at the Department of Education and Culture of Wajo Regency can be said to be good with a percentage achievement rate of 78.870%. This is in accordance with the results of observations in the field which show that employee discipline during the COVID-19 pandemic is good due to the division of employee duties grouped by shift work system and when there is work that can be done at home, the employee does not have to go to the office.

### **Career Development at the Department of Education and Culture of Wajo Regency**

Career development (Permatasari 2017) is an increase in a person's status in an organization in the career path that has been determined in the organization concerned. To find out the career development of employees at the education and culture office of Wajo district, researchers used the career development indicators proposed by Rivai in (Nuraini 2019) which

has 4 career development indicators, namely career planning, responsibility, support from the HR department, and the role of feedback.

Based on the results of the study, it can be seen that career development seen from career planning indicators is in a fairly good category, responsibility is in a good enough category, the support of the HR department is in a good enough category, and indicators of the role of feedback are in a good enough category. Overall, it can be concluded that the career development of employees at the Department of Education and Culture of Wajo Regency is said to be quite good with an achievement rate of 64.635%. This is in accordance with the field where employees already have a basis in carrying out although they still need to be given training in order to improve the ability of employees at the Education and Culture Office of Wajo Regency.

### **Employee Work Productivity at the Wajo Regency Education and Culture Office**

Productivity (Muayyad and Gawi 2017) according to the National Productivity Council has an understanding as a mental attitude that always holds the view that the quality of life today must be better than yesterday and tomorrow better than today. Meanwhile, according to Sutrisno (2008) productivity is generally defined as the relationship between output (goods or services) and inputs (labor, materials, money). Input is often limited to labor, while output is measured in physical units, forms and values.

To find out the work productivity of employees at the education and culture office of Wajo Regency, researchers used the employee performance indicators proposed by Sutrisno in (Roslita 2020) which explained about 5 (five) indicators that can be used to measure employee productivity, namely ability/competence, work spirit, accuracy, time, quality and efficiency.

Based on the results of the study, it can be seen that the employee's work productivity seen from the ability/compensation indicators is in the good category, morale is in the good category, punctuality is in the very good category, quality is in the good category, and efficiency indicators are in the good category. Overall, it can be concluded that the work productivity of employees at the Wajo Regency Education and Culture Office can be said to be good with an achievement level of 85.159%. This is in accordance with the results of observations in the field which show that employee work productivity during the covid-19 pandemic is good, this is because the work of employees continues to work at home or WFH, so employee productivity is running.

### **The Influence of Work Discipline on Employee Work Productivity**

Based on the research that has been done has proven that working discipline variable effect on employee productivity variables, it can be seen from the results in the SPSS output correlation test results, where the value of  $r$  (correlation) is approximately 0.891\*\* in the position of being the with an interval value of 0.71-0.90. So it can be said that the Work Discipline variable has a high relationship to employee work productivity.

An employee who has high work discipline can be seen (Diana 2014) from: attendance, work effectiveness and efficiency, work skills, morale, attitude and personality at work, and

creative and innovative at work . To attendance of crucial owned by each employee, this can be seen from the attitude of employees who arrive on time in office, always pay attention to present or never absent for no apparent reason so an employee can be said to be disciplined. High responsibility can be shown by always completing every job assigned to him in accordance with procedures and having full awareness of the tasks assigned to him so that employees can be said to have good work discipline.

In addition, the results of the study also show that the coefficient of work discipline is 0.222, meaning that if the work discipline variable ( $X_1$ ) increases by 1% assuming the Career Development variable ( $X_2$ ) and the constant ( $a$ ) is 0 (zero), then productivity the work of employees at the Department of Education and Culture of Wajo Regency increased by 22.2%. This shows that the applied work discipline variable contributes positively to employee work productivity, so it can be concluded that the better the employee's work discipline, the higher the work productivity of employees at the Wajo Regency Education and Culture Office.

The results of this study show the same results as previous research conducted by Yusritha Labudo (2013), namely the results of the analysis of hypothesis testing indicate that work discipline has a positive and significant effect on the work productivity of civil servants at the spatial planning and settlement office of the district. Cianjur. through the results of the calculation of the coefficient of determination, the value of  $r^2$  is 0.611 or 61.1 %, meaning that work discipline has an effect on increasing employee productivity by 61.1 % and the rest is influenced by other variables not examined. This means that by increasing the work discipline of employees, it will increase the work productivity of the service employees (Labudo 2013)

### **The Effect of Career Development on Employee Work Productivity**

Based on the research that has been done has proven that the Career Development variables also affect employee productivity variables, it can be seen from the results SPSS output on results of correlation,  $r$  (correlation) for Career Development relation to labor productivity Employees are 0.655 \*\* is in a high position with an interval value of 0.41 - 0.70. So it can be said that the Career Development variable has a sufficient relationship to employee work productivity.

The second factor that can affect the work productivity of employees in this study is Career Development, Career Development can deepen and broaden work abilities. The more often a person does the same job, the more skilled and faster he will complete the job. The more types of work a person does, the richer and more extensive his work experience is, and the more likely his work is to be increased. From this opinion, we understand that the career development of an employee can affect the work results or work productivity of employees in the office (Akhmal, Laia, and Sari 2018).

Career Development is an important aspect and should not be forgotten by the organization, because employees who have low Career Development will produce work results that are not optimal, through Career Development we can find out the characteristics and abilities of employees in carrying out their duties. Good employee career development can be achieved by providing various forms of training to employees according to their job needs and organizational goals.

The results of this study are relevant to the results of research conducted by Salmida (2018), who conducted research on "The Influence of Career Development and Work Experience on Employee Work Productivity at the Regional Secretariat Office Level I I Subulussalam City

Aceh". The results showed that there was an influence of Career Development on the work productivity of the Regional Secretariat Office Level I I Subulussalam City Aceh (Salmida 2018)

### **The Influence of Work Discipline and Career Development on Employee Work Productivity**

Based on the research that has been done through SPSS data processing, obtained on the test-f output value F-table at 3:09, because the value of the F-count  $6.736 > F\text{-table } 3:09$  then can dismpulkan that Work Discipline variable ( $X_1$ ) and Career Development ( $X_2$ ) simultaneously or jointly affects the Employee Productivity variable (Y).

Results if the data in table Model Summary shows that the R-Square column, we know do R-square value of 0.619, which means that the influence given by the variable labor discipline and Career Development pegawaiit work productivity was 61.9%. This means that the ability of independent variables in explaining the dependent variable is at 61.9% the remaining 38.9% is explained or influenced by other variables that are not selected in this study.

Employee work productivity is the result of work or work performance produced by an employee in carrying out his duties in accordance with the responsibilities given to him. Increasing employee work productivity is very important to note because it can affect the organization in the process of achieving goals, every organization or office certainly expects that every employee has high work productivity, in addition to helping organizations achieve goals can also help individual employees in developing abilities and get a job promotion in the organization.

Whether or not employee work productivity can be influenced by 2 factors, namely work discipline and career development. An employee who has high discipline and good career development will certainly tend to have good work productivity because at work, employees always carry out their duties in accordance with the rules and regulations set by the office. Through high work discipline, an employee will be able to work and carry out work programs well and the targets or goals of the organization can be achieved. And for Career Development, an employee gets the opportunity to develop himself, expand his knowledge and develop his abilities according to his work needs. In the end, if an employee has high work discipline and good career development and is in accordance with his profession, it will help increase employee productivity and the process of achieving organizational goals.

The results of this study are relevant to the research results that entitled influence of leadership style, work discipline and career development on employee productivity in Batam pt nautical prosperous, the results showed that the discipline work and career development have a significant effect on employee work productivity (Nainggolan 2017).

### **CONCLUSION**

The work productivity of employees at the Wajo Regency Education and Culture Office as a whole is in the good category with a level of 85.159%. There is a positive and significant influence between work discipline on employee work productivity at the Wajo Regency Education and Culture Office, this can be seen from the Unstandardized Coefficients beta ( $\beta$ ) value of 0.094 (9.4%). There is a positive and significant influence between Career

Development on employee work productivity at the Education and Culture Office of Wajo Regency, is 3.7%. There is an effect of work discipline and career development simultaneously (together) on the work productivity of employees at the Education and Culture Office of Wajo Regency. This is proven by looking at the R-Square value of 0.619, it can be concluded that the magnitude of the influence given by work discipline and career development simultaneously on employee work productivity is 61.9%, the remaining 38.1% is explained or influenced by other variables not selected in this study.

## REFERENCES

- Amanurhidayani, S. K., Akib, H., & Darwis, M. (2017). Pengaruh Budaya Organisasi terhadap Motivasi Belajar di SMK YPLP PGRI 1 Makassar The Influence of Organizational Culture on Motivation to Learn in Vocational School YPLP PGRI 1 Makassar. *Jurnal Office*, 3(2).
- Andrioni, F., & Popp, L. E. (2012). Plea For The Development of Human Resources Through Professional Training in Romania. *Procedia - Social and Behavioral Sciences*, 62, 413–417. <https://doi.org/https://doi.org/10.1016/j.sbspro.2012.09.067>
- Berardelli, I., Sarubbi, S., Lamis, D. A., Rogante, E., Canzonetta, V., Negro, A., ... Martelletti, P. (2019). Job satisfaction mediates the association between perceived disability and work productivity in migraine headache patients. *International Journal of Environmental Research and Public Health*. <https://doi.org/10.3390/ijerph16183341>
- Bernardin, H. J., & Russell, J. E. A. (2006). *Human resource management*. Tata McGraw-Hill.
- Claeys, M., Deplaecie, M., Vanderplancke, T., Delbaere, I., Myny, D., Beeckman, D., & Verhaeghe, S. (2015). The difference in learning culture and learning performance between a traditional clinical placement, a dedicated education unit and work-based learning. *Nurse Education Today*, 35(9), e70–e77. <https://doi.org/https://doi.org/10.1016/j.nedt.2015.06.016>
- Diana, Leni. 2014. "The Influence of Work Discipline and Work Motivation on Employee Work Productivity at KP-RI Mekkar, Kutoarjo District, Purworejo Regency." : 59.
- Goncharenko, G., & Khadaroo, I. (2020). Disciplining human rights organisations through an accounting regulation: A case of the ‘foreign agents’ law in Russia. *Critical Perspectives on Accounting*, 72, 102129. <https://doi.org/https://doi.org/10.1016/j.cpa.2019.102129>
- Hariyono, U. S., Sopyan, Y., Akib, H., Haris, H., Paraga, S., & Astuti, A. (2019). The Effectiveness of the Performance of Civil Servants in the Integrated Service Office in Gowa Regency. *1st International Conference on Advanced Multidisciplinary Research (ICAMR 2018)*. Atlantis Press.
- Hasibuan, M. S. P. (2011). *Manajemen Sumber Daya Manusia. Edisi Revisi Jakarta: Bumi Aksara*.
- Hewagama, G., Boxall, P., Cheung, G., & Hutchison, A. (2019). Service recovery through empowerment? HRM, employee performance and job satisfaction in hotels. *International Journal of Hospitality Management*, 81, 73–82. <https://doi.org/https://doi.org/10.1016/j.ijhm.2019.03.006>
- Janzen, R., & Sandberg, L. A. (1998). Good work, productivity and sustainability in Canadian forestry. *Economic and Industrial Democracy*. <https://doi.org/10.1177/0143831X98191006>
- Kadarisman, M. (2019). The influence of compensation, development, and supervision towards

- the performance of civil servants in depok city government, Indonesia. *Cogent Psychology*. <https://doi.org/10.1080/23311908.2019.1620402>
- Kesti, M. (2012). Organization Human Resources Development Connection to Business Performance. *Procedia Economics and Finance*, 2, 257–264. [https://doi.org/https://doi.org/10.1016/S2212-5671\(12\)00086-X](https://doi.org/https://doi.org/10.1016/S2212-5671(12)00086-X)
- Kruyen, P. M., & Van Genugten, M. (2020). Opening up the black box of civil servants' competencies. *Public Management Review*. <https://doi.org/10.1080/14719037.2019.1638442>
- Leitão, J., Pereira, D., & Gonçalves, Â. (2019). Quality of work life and organizational performance: workers' feelings of contributing, or not, to the organization's productivity. *International Journal of Environmental Research and Public Health*. <https://doi.org/10.3390/ijerph16203803>
- Liu, A., & Wall, G. (2005). Human resources development in china. *Annals of Tourism Research*, 32(3), 689–710. <https://doi.org/https://doi.org/10.1016/j.annals.2004.10.011>
- Nachtsheim, C. J., Neter, J., Li, W., & Kutner, M. H. (2004). Applied Linear Statistical Models. *Journal Of The Royal Statistical Society Series A General*. <https://doi.org/10.2307/2984653>.
- Niswaty, R., AM, H. L., Saleh, S., Baharuddin, A., & Arhas, S. H. (2019). The Implementation Effect of Industrial Work Practices on Student Work Readiness. *Pinisi Business Administration Review*, 1(1), 21–30.
- Niswaty, R., Juniati, F., Darwis, M., Salam, R., & Arhas, S. H. (2019). The Effectiveness of Leadership Functions Implementation in The Makassar Departement of Manpower. *JPBM (Jurnal Pendidikan Bisnis dan Manajemen)*, 5(1), 1–10.
- Palvalin, M. (2019). What matters for knowledge work productivity? *Employee Relations*. <https://doi.org/10.1108/ER-04-2017-0091>
- Permatasari, Ita Rifiani. 2017. "The Effect of Career Development on Employee Performance." *Modernization* 2(3): 177–91.
- Rizio, A. A., Bhor, M., Lin, X., McCausland, K. L., White, M. K., Paulose, J., ... Bronté-Hall, L. (2020). The relationship between frequency and severity of vaso-occlusive crises and health-related quality of life and work productivity in adults with sickle cell disease. *Quality of Life Research*. <https://doi.org/10.1007/s11136-019-02412-5>
- Saggaf, M. S., Akib, H., Salam, R., Baharuddin, A., & Kasmita, M. (2018). *The Quality Analysis Of Academic Services*.
- Saleh, S., & Darwis, M. (2016). Pengaruh Tunjangan Kinerja Terhadap Kinerja Pegawai Pada Bank Universitas Negeri Makassar. *Jurnal Ilmiah Ilmu Administrasi Publik*, 5(2), 121–130.
- Schleu, J. E., & Hüffmeier, J. (2020). Simply the best? A systematic literature review on the predictive validity of employee performance for leader performance. *Human Resource Management Review*, 100777. <https://doi.org/https://doi.org/10.1016/j.hrmr.2020.100777>
- Waris, A. P. M. dan A. (2015). Effect of Training, Competence and Discipline on Employee Performance in Company (Case Study in PT. Asuransi Bangun Askrida). *Procedia - Social and Behavioral Sciences*. <https://doi.org/10.1016/j.sbspro.2015.11.165>