

The Impact of Organizational Climate, Career Development, and Work Discipline on Employee Performance

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ABSTRACT

Evaluation of employee performance can be seen whether an employee can work well or not as seen from the assessment categories compared between organizational performance appraisal benchmarks and employee performance. This research was conducted to determine the effect of work discipline, motivation, career development and organizational climate on employee performance. To answer this goal, a scientific method of quantitative analysis is needed, using a linear regression statistical test. In this study the sample used was all employees of SMK Darussalam Ciputat, South Tangerang City, totaling 110 employees, using saturated sampling. To get the results required descriptive analysis, validity test, reliability test and classical assumption test. The results of this study state that work discipline, motivation, career development and organizational climate simultaneously have a positive and significant effect on employee performance at SMK Darussalam Ciputat, South Tangerang.

Keywords: Work Discipline, Motivation, Career Development, Organizational Climate, Employee Performance

INTRODUCTION

In running a business in a company, the role of employees is very important because employees are human elements who can play an active role in policy making and achieving company goals. With reliable human resources, the company's operational activities will run smoothly. Human resources are one of the factors that are directly involved in carrying out company activities and play an important role in increasing company productivity in achieving the goals that have been set. This is in line with the understanding of Management according to (Pratama, & Pasaribu, 2020) that "Management is a science in regulating the effective use of human resources to achieve a certain goal".

Education is the main thing that will sustain the progress of a nation. The progress of a nation can be measured by the quality and the existing education system. Without education, a country will be far behind other countries. The main focus of human resource

management is to contribute to the success of the organization. (Pamungkas, et, al., 2022) explains that "Human resource management must consist of activities related to human resource management including: planning, organizing, directing, controlling, procurement, compensation development, integration, maintenance, discipline, and dismissal" .

Performance appraisal is a performance indicator in the performance evaluation instrument. To measure employee performance in addition to performance evaluation instruments required employee performance standards. Employee performance is assessed compared to employee performance standards and the result is employee performance. If the performance evaluation process is carried out in accordance with the performance appraisal procedure. Therefore, performance appraisal for employees plays an important role in the organization, information about employee performance is obtained through performance appraisals. From the results of the evaluation of employee performance, it can be seen whether an employee can work well or not, which is seen from the category of assessment that is compared between the benchmarks for evaluating organizational performance and employee performance (Siregar, & Marlien, 2022). So that it can be interpreted that the higher the assessment is an indication that the employee's performance is able to meet the expectations of organizational performance.

Thus, it is very important for an organization to carry out a *performance appraisal* in order to know the effectiveness and success of the employee's performance. From the results of the evaluation of employee performance, it can be seen whether an employee can work well or not, which is seen from the category of assessment that is compared between the benchmarks for evaluating organizational performance and employee performance (Pertiwi, et, al., 2022).

Motivation is one of the efforts to improve employee performance. Employee performance will be low if they do not have the motivation to carry out their work. Conversely, if the employee has high motivation to carry out work and high motivation to develop his career, then in general the level of employee performance is very high. This is in line with the opinion of (Nazli, et, al., 2022) that "Motivation is a set of forces both from within and from outside a person that encourages them to start working behavior according to a certain format, direction, intensity and time period." . Motivation can also be in the form of activities that result in, channel, and maintain human behavior. Employees really need the role of the organization related to providing motivation. A

leader in an organization is required to know and fulfill the needs of his employees. A leader must also treat his employees well so as to create a harmonious relationship between leaders and employees. In fact, currently the foundation has weaknesses, namely in a management system that is easy to change and not standardized and there is still a lack of confidence, concern for employees, with this problem the relationship between employees and superiors is not good so that it will affect employee performance.

Career development is a combination of future training needs and human resource planning. From the employee's point of view, career development provides an overview of future career paths within the organization and signifies the long-term importance of the organization to its employees. For organizations, career development provides several guarantees that there will be employees who will fill vacant positions in the future. (Sari, & Khasanah, 2021) Career development is the process of increasing individual work abilities that are achieved in order to achieve the desired career. The goal of all career development programs is to match the needs and goals of employees with the career opportunities available in the organization today and in the future.

Organizational climate is very important because organizational climate shows the way of life of an organization and can have a huge influence on motivation, behavior, achievement, commitment and job satisfaction of employees so that the performance of each member of the organization will increase and they feel comfortable (Hasyim, & Pasaribu, 2021). Organizational climate is largely determined by management's attitude toward people and the nature of the relationships among employees and between groups. The nature of organizational work and its flow has a major influence on the behavior of individuals and groups in the work order system.

Organizational climate is the relative environmental quality of the organization experienced by its members, where it has an effect on their behavior and how the organization functions properly (Renaldi, & Khaira, 2021). Based on some of the theories above, it can be concluded that the factors that shape or determine and influence organizational climate include organizational structure, management policies and practices, work relations, leadership styles, and employee development.

THEORETICAL BASIS

Management

The definition of management has been put forward by many experts with various

definitions that have a variety of different emphases. However, if we examine the definition of management proposed by these experts, the existing definitions are felt to be interrelated. (Emelda, 2018) says that "Management is a typical process consisting of planning, organizing, implementing, and controlling actions in which each of these fields is used both science and expertise and which is followed sequentially in order to achieve goals. established organization.

Human Resource Management

Human resource management has a very important role in an organization. This is because in an organization it will not be possible to run without human resources. Humans are the movers and managers of other production factors such as capital, raw materials, equipment, and others to achieve organizational goals. According to (Ali, et, al., 2019) states that the notion of "Human resource management is a policy and practice that is needed by someone who carries out the "people" or human resources aspect of a management position, including recruitment, screening, training, compensation, and assessment" .

Understanding Work Discipline

In an organization, work discipline is important to support the smooth running of the organization. The definition of work discipline according to (Jayanti, 2021) is "Discipline is a form of obedience to the rules, both written and unwritten that have been determined". Work discipline is basically always expected to characterize every human resource in the organization, because with organizational discipline it will run well and can achieve its goals well as well.

(Abqa, & Azhari, 2022) argue 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 obey all company rules and norms. prevailing norms".

Understanding Motivation

Motivation is something that is needed to improve employee performance. According to (Pamungkas, et, al., 2022) concretely, motivation can be defined as "The process of giving motives (drivers) to work to subordinates in such a way that they want to work sincerely for the achievement of organizational goals efficiently. So the notion of motivation is giving or generating a motive or it can also be interpreted as a thing or

state of being a motive, and something that causes enthusiasm or encouragement to work.

So motivation is the provision of a driving force that creates one's work enthusiasm so that they want to work together, work effectively, and be integrated with all their efforts to achieve satisfaction.

Career Development

Not all employees have a clear and written career plan, as is the case with companies. As a result, it is not uncommon for employees to protest to the company about the unclear future of their careers. Ignorance of career boundaries with all the rules adds to the problem of dissatisfaction among employees. If this is allowed to drag on, there will be an uncomfortable working atmosphere that can affect employee performance. Career has been defined as the sequence of positions held on the job.

According to (Dewi, et, al., 2020) argues "As expertise, experience and performance increase, it can move through the positions of senior engineer and senior technician. In the end careers have been described as characteristics of employees. Each employee consists of different jobs, positions and experiences.

Organizational Climate

According to (Siregar, & Marlien, 2022), states that organizational climate is the perception of members of the organization (individually or in groups) and those who regularly influence the organization about what exists or occurs in the organization's internal environment on a regular basis, which affects attitudes and behavior. organizational behavior and the performance of organizational members which then determine organizational performance.

Meanwhile, according to (Pratiwi, et, al., 2022), they argue that organizational climate is the relative environmental quality of the organization experienced by its members, where it has an effect on their behavior and how the organization functions well. Organizational climate is divided into two, namely organizational environmental conditions involving physical and organizational environmental conditions involving psychological or non-physical aspects.

Employee Performance

According to (Mulyani, & Saputri, 2019) suggests "Performance is the result of work that has a strong strategic influence on the organization, customer satisfaction and contributes to the economy". Meanwhile, according to menurut (Hardhikta, 2021) defines

"Performance is an activity that includes all actions or behaviors that are controlled by individuals and contribute to the achievement of company goals".

A similar opinion was also expressed by (Jayanti, 2021) who stated "Performance is the result of work produced by employees or real behavior that is displayed in accordance with their role in the organization.

METHOD

This research was designed with quantitative methods. According to (Mulyani, & Saputra, 2019), namely "Research that aims to determine the influence or relationship between two or more variables". Thus, this associative research can build a theory that serves to explain, predict and control a symptom.

According to (Mulyani, & Saputra, 2019) "Population is the number of generalization areas consisting of objects and characteristics determined by researchers and then conclusions are drawn". In the study the population was employees of SMK Darussalam Ciputat, South Tangerang City, totaling 110 employees.

According to (Mulyani, & Saputra, 2019) argues "the sample is the number and characteristics possessed by the population". The sample is a partial or representative of the population under study. Further explained that "Sampling technique is a sampling technique for use in research". In this study, the sample used was all employees of SMK Darussalam Ciputat, South Tangerang City, totaling 110 employees.

A research requires procedures and techniques in research planning that are useful as a guide for building strategies that produce research models. The research design used is descriptive quantitative with the aim of analyzing the independent variables on the dependent variable.

RESULT

The Effect of Work Discipline on Employee Performance

Work discipline has a positive and significant effect on employee performance with a coefficient of determination of 0.257 or 25.7% while the remaining 74.3% is influenced by other factors. This shows that good work discipline will improve employee performance. Hypothesis testing is obtained $t_{\text{arithmetic}} > t_{\text{table}}$ or $(6.535 > 1.982)$, this is reinforced by *probability* $0.000 < 0.05$, thus H_0 rejected and H_1 is accepted meaning that

there is a positive and significant influence on work discipline on employee performance at SMK Darussalam South Tangerang Ciputat.

The results of this study are also in line with the research conducted by (Hasyim, & Pasaribu, 2021), the influence of Organizational Climate, Competence and Work Discipline on Employee Performance at the SAMSAT Labuhan Batu Utara Office. In his research, he concluded that there was a significant influence of work discipline on employee performance with an influence contribution of 60.8%. The hypothesis test obtained the calculated t value $>$ t table or $(12.329 > 1.984)$.

The Effect of Motivation on Employee Performance

Motivation has a positive and significant effect on employee performance with a coefficient of determination of 0.365 or 36.5% while the remaining 63.5% is influenced by other factors. This shows that high motivation will improve employee performance. Hypothesis testing is obtained t arithmetic $>$ t table or $(7.872 > 1.982)$, this is reinforced by *probability* $0.000 < 0.05$, thus H_0 rejected and H_2 is accepted meaning that there is a positive and significant influence on motivation on employee performance at SMK Darussalam Ciputat South Tangerang.

The results of the research conducted by the author are in line with the research conducted by (Pamungkas, et, al., 2022), the Role of Work Motivation in Mediating the Influence of Organizational Climate and Work Discipline on Employee Performance During the Covid-19 Pandemic, where in his research resulted in the conclusion that there is a significant influence between motivation on employee performance with the regression equation $Y = 28.425 + 0.249X$, and a determination of 60.8%. The hypothesis test obtained t count $>$ t table $(9,070 > 1,674)$.

The Effect of Career Development on Employee Performance

Career development has a positive and significant effect on employee performance with a coefficient of determination of 0.330 or 33.0% while the remaining 67.0% is influenced by other factors. This shows that high career development will improve employee performance. Hypothesis testing is obtained t count $>$ t table or $(7.293 > 1.982)$, this is reinforced by *probability* $0.000 < 0.05$, thus H_0 rejected and H_3 is accepted meaning that there is a positive and partially significant influence between career development on employee performance at SMK Darussalam Ciputat, South Tangerang.

The results of the research conducted by the author, in line with the research

conducted by (Dewi, et, al., 2020) The effect of education level and career development on employee performance, where in her research resulted in the conclusion that career development has a significant effect on employee performance with an influence contribution of 51.69%, Hypothesis test obtained $t_{count} > t_{table}$ ($10.322 > 1.661$).

The Effect of Organizational Climate on Employee Performance

Organizational climate has a positive and significant effect on employee performance with a coefficient of determination of 0.289 or 28.9% while the remaining 71.1% is influenced by other factors. This shows that a high organizational climate will improve employee performance. Hypothesis testing is obtained $t_{arithmetic} > t_{table}$ or ($6.633 > 1.982$), this is reinforced by *probability* $0.000 < 0.05$, thus H_0 rejected and H_4 is accepted meaning that there is a positive and partially significant influence between Organizational Climate on employee performance at SMK Darussalam Ciputat, South Tangerang.

The results of the research that the author conducted, in line with the research conducted by (Emelda, 2018) Job Placement and Motivation and Organizational Climate in Influencing Employee Performance of Pt. Sucofindo (Persero) South Sumatra-Bangka Belitung Region, where in his research resulted in the conclusion that the organizational climate had a significant effect on employee performance with an influence contribution of 66.7%, the hypothesis test obtained $t_{calculate} > t_{table}$ ($8.152 > 1.685$).

Simultaneous Effect

Work discipline (X_1), motivation (X_2), career development (X_3) and organizational climate (X_4) have a positive and significant effect on employee performance (Y) with the regression equation $Y = 5.777 + 0.204X_1 + 0.226X_2 + 0.264X_3 + 0.169X_4$. The regression coefficient value of each variable is positive, meaning that the better work discipline, motivation, career development and organizational climate, the better the performance of employees at SMK Darussalam Ciputat, South Tangerang, on the contrary, the lower work discipline, motivation, career development and climate organization, the lower the employee's performance.

Hypothesis test obtained $F_{count} > F_{table}$ or ($26,411 > 3.930$), this is also reinforced by a *probability of* $0.000 < 0.05$. Thus H_0 is rejected and H_5 is accepted. This means that there is a simultaneous positive and significant influence between work discipline, motivation, career development and organizational climate on employee performance at SMK

Darussalam Ciputat, South Tangerang.

CONCLUSION

Work discipline has a positive and significant effect on employee performance in SMK Darussalam Ciputat South Tangerang, this is indicated by the value of t count $> t$ table or $(6.535 > 1.982)$ this is reinforced by a significance of $0.000 < 0.05$, thus H_0 rejected and H_1 is accepted meaning that there is a positive and significant influence on discipline work on employee performance.

Motivation has a positive and significant effect on employee performance at SMK Darussalam Ciputat South Tangerang, this is indicated by the value of t count $> t$ table or $(7.872 > 1.982)$ this is reinforced by a significance of $0.000 < 0.05$, thus H_0 rejected and H_2 accepted means that there is a positive and significant influence of motivation on employee performance.

Career development has a positive and significant effect on employee performance at SMK Darussalam Ciputat South Tangerang, this is indicated by the value of t count $> t$ table or $(7.293 > 1.982)$ this is reinforced by a significance of $0.000 < 0.05$, thus H_0 rejected and H_3 accepted means that there is a positive and significant influence on career development on employee performance.

Organizational climate has a positive and significant effect on employee performance at SMK Darussalam Ciputat South Tangerang, this is indicated by the value of t count $> t$ table or $(6.633 > 1.982)$ this is strengthened by a significance of $0.000 < 0.05$, thus H_0 rejected and H_4 accepted means that there is a positive and significant influence of organizational climate on employee performance.

Work discipline, motivation, career development and organizational climate simultaneously have a positive and significant effect on employee performance at SMK Darussalam Ciputat South Tangerang, this is indicated by the calculated F value $> F$ table $(26.411 > 2,700)$ and sig. < 0.05 ($0.000 < 0.05$) with an influence contribution of 50.2%.

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