

## Analysis of Factors that Cause Career Development and Performance in the Health World



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**ABSTRACT:** The research here will examine the effect of work motivation, work discipline and career development on employee performance. This study is a literature review study of 37 articles. The results show that Work motivation and work discipline have a positive and significant effect on career development. Work motivation and work discipline have a positive and significant effect on employee performance. Career development has a positive and significant effect on employee performance.

**KEYWORDS:** work motivation, work discipline, career development, employee performance.

### INTRODUCTION

One of the national problems faced by the Indonesian people today is the handling of the low quality of human resources. Human resources are the most important asset in an organization, because they are the human resources that control the organization and maintain and develop the organization in facing the demands of the times. Therefore human resources must be considered, maintained and developed. The formation of reliable human resources within the organization begins with the process of hiring employees (recruitment), selecting, classifying, placing employees according to the abilities, expertise and skills of these employees.

According to Torang (2013), performance is the quantity and or quality of the work of individuals or groups within the organization in carrying out basic tasks and functions that are guided by norms, standard operating procedures, criteria and measures that have been set or that apply in the organization. Meanwhile, Hasibun (2010), stated that performance is a result of work achieved by someone in carrying out the tasks assigned to him based on skill, experience, sincerity and time. Having good performance will create harmonious relationships, a very pleasant working atmosphere in creating goals.

Improving good employee performance will bring progress to an organization or government agency to be able to achieve organizational goals, therefore various efforts are made to improve performance. Employees are the most serious thing, because success in achieving goals and the survival of an organization or government agency depends on the human resources that exist within an organization or government agency. Good employee performance is expected by an organization or government agency. Because more and more employees have high performance, the productivity of an organization as a whole will increase so that goals can be achieved and realized. Mangkunegaran, (2012) performance can be influenced by several factors, namely internal factors and external factors. Internal factors are factors that come from within the employee. While external factors are factors supporting employees in work that come from the environment, for example career development.

According to Mangkunegara, (2012) Career development is an employee activity that helps employees plan their future careers in the organization so that the organization and the employees concerned can develop themselves to the fullest. Individuals who want their careers to develop must work as much as possible, namely by showing good performance. Sunyoto (2012: 164), leaders as parties who facilitate employee career development should be able to provide clear career development paths in order to achieve organizational goals and employee career development activities are very important in efforts to improve employee performance. In a company, a leader is not merely an object in achieving goals, but also a subject or actor.

Based on the explanation above, it is in accordance with the problems that occur at the Tembuku I Health Center, Bangli Regency, namely career development that hinders performance improvement. Therefore the authors are interested in conducting research with the title: "analysis of factors that influence career development and performance in the world of health".

# Analysis of Factors that Cause Career Development and Performance in the Health World

## LITERATURE STUDY

*Grand Theory*The theory used for this study uses two theories. The first theory is Abraham Maslow's Hierarchy of Needs Theory, and the second theory is Goal Setting Theory. This theory underlies the variables of this study, namely Work Motivation, Work Discipline, Career Development, and Employee Performance. Performance is the result of work that is produced both in terms of quality and quantity of work and can be accounted for in accordance with its role in the organization or company, and is accompanied by abilities, skills and skills in completing work within a certain period. The success of an employee at work will be known if the company implements a performance appraisal system (Baroroh, 2012). Caroline & Susan (2014) stated that a leader who expects to achieve maximum performance in his organization must pay attention to the factors that affect the performance of the employees themselves, one of which is career development.

## RESEARCH METHODS

The research design is a flow of research activities to provide solutions using a qualitative approach with a literature review study. This literature study research explains the main research instruments of the variables studied, namely work motivation and work discipline on career development and employee performance. There are 37 articles reviewed to get a relationship result for each variable.

The entire research process will produce a conclusion as an answer to the problems studied. These conclusions will later be used as material for evaluating decision making. The series will produce a thesis concept. The concept of the thesis provides a new finding that can be used and contributes to new theories or the development of science in research.

## RESEARCH RESULT

Previous research has become one of the references in conducting research so that it can enrich the theory used in studying the effect of work motivation and work discipline on career development and employee performance. The following is previous research in the form of several journals related to the research carried out, namely as follows:

1. The Effect of Work Motivation on Career Development
2. The Effect of Work Discipline on Career Development
3. The Effect of Work Motivation on Employee Performance
4. Effect of Work Discipline on Employee Performance
5. The Effect of Career Development on Employee Performance

**Table 2.1. Previous Research**

No	Name/Year/Title	Variables				Research result
		X 1	X 2	Y 1	Y 2	
1	Agustina Rahmi, et al (2020) "The Effect of Leadership and Empowerment Style and Motivation on Work Discipline and Employee Performance in Sungai Kunjang Subdistrict, Samarinda City"	√	√		√	The results of research on the factors that influence work discipline, all independent variables show a positive but not significant effect on work discipline. ResultsIn research on the factors that affect employee performance, only the leadership style variable shows a significant positive effect on employee performance. While the work discipline variable shows influencepositivewhich is not significant to employee performance. Sungai Kunjang, Kota Samarinda District in terms of improvementdisciplinework and employee performance, it is necessary to pay attention to the variables examined in work activities in the sub-

## Analysis of Factors that Cause Career Development and Performance in the Health World

					district, based on research only leadership style has a significant effect on employee performance. This shows that the leadership style of Sungai Kunjang Subdistrict, Samarinda City can influence employees at work.	
2	Wahyudi, et al (2020) "Influences of work discipline, motivation and Non-physical Working Environment on Civil Apparatus Performance"	√	√	√	The research results show: . DisciplineWork has a positive and significant effect on ASN performance at the Maros Regency Financial Management Board, . Work Motivation, has a positive and significant effect on ASN performance at the Maros Regency Financial Management Agency, . The work environment has a positive and significant effect on ASN performance in Maros Regency, the Financial Management Agency.	
3	Muhammad Fauzi, Nurul Wakhidah (2020) "The Effect of Work Discipline, Work Motivation and Career Development on Employee Performance at Pt. Semarang Autocomp Manufacturing Indonesia".	√	√	√	. The results of the study show that Work Discipline influences the performance of employees at PT. SAME . Work motivation affects the performance of employees of PT. SAME . Career Development affects the performance of employees of PT. SAME	
4	Zaenudin Tachyan, et al (2021) "The Effect Of Career Development And Employee Discipline On Employee Performance In The Covid-19 Pandemic Period At The South Cimahi District, Cimahi City"		√	√	√	The result of multiples Linear regression analysis shows that simultaneously and partially career development and work discipline variables have a significant effect on employee performance.
5	Sonny Hersona, Iwan Sidharta (2017) "Influence Of Leadership Function, Motivation And Work Discipline On Employees' Performance"	√	√		√	This study uses verification research method using path analysis. The results show that the functions of leadership, motivation, and work discipline have a significant effect either partially or simultaneously on employee performance. By increasing the function of leadership, employee motivation and work discipline, it can improve employee performance at the Office of Manpower and Transmigration of Karawang Regency
6	Jufrizen, Fadilla Puspita Hadi (2021)	√	√		√	The research results show that:

## Analysis of Factors that Cause Career Development and Performance in the Health World

	"The Influence of Work Facilities and Work Discipline on Employee Performance Through Work Motivation"					<ul style="list-style-type: none"> <li>. The effect of work facilities on employee performance is positive and significant;</li> <li>. The effect of work discipline on employee performance is positive and significant;</li> <li>. The effect of work motivation on employee performance is positive and significant;</li> <li>. The effect of work facilities on work motivation is positive and significant;</li> <li>. The effect of work discipline on work motivation is positive and significant;</li> <li>. Work motivation as a mediating variable does not act as a mediation on the effect of work facilities on employee performance;</li> <li>. Work motivation as a mediator does not act as a mediation on the effect of work discipline on employee performance.</li> </ul>
7	Rahman Muhammad Ihsan (2021) "The Effect of Applying Authentic Leadership Style, Work Motivation, Work Discipline, and Career Development on Employee Performance"	√	√	√	√	The results show that Authentic Leadership with a value of 0.19, Motivation with a value of 0.47 & Career Development with a value of 0.04 has a significant effect on employee performance. While the Discipline variable does not have a significant effect on employee performance.
8	Kevin J Pesik, et al (2019) "The Effect Of Working Discipline And Career Development To Employee Performance In Pt. Bank Sulutgo Manado"		√	√	√	Results Analysis simultaneously work discipline and career development have a significant effect on employee performance, while partially work discipline and career development have a significant effect on employee performance at PT. Bank Sulutgo Manado. All variables in this study show a positive and significant effect.
9	Muhammad Sofyan, et al (2016) "The Effect Of Career Development And Working Discipline Towards Working Satisfaction And Employee Performance In The Regional Office Of The Ministry Of Religious Affairs In South Sulawesi"		√	√	√	The results of this study are theoretical findings indicating that there is a direct and significant positive effect of career development on performance through job satisfaction, while the effect of work discipline on satisfaction, career development on performance and work discipline on performance are not significantly correlated.
10	Yessy Yovina Vanesa, et al (2019)	√	√			The results of this study indicate that there is a positive and significant

## Analysis of Factors that Cause Career Development and Performance in the Health World

	“The Influence Of Organizational Culture, Work Environment And Work Motivation On Employee Discipline In PT Jasa Marga (Persero) TBK, Medan Branch, North Sumatra, Indonesia”				influence between Organizational Culture on Employee Discipline. There is a positive and significant influence between the Work Environment on Employee Discipline. There is a positive and significant influence between Motivation on Employee Discipline. There is a positive and significant influence of Organizational Culture, Work Environment, Motivation on Employee Discipline at PT. Jasa Marga (Persero), Tbk Medan Branch.
11	Mochamad Mochklas, Budi Wahyu Mahardhika (2018) “Effect of Work Discipline, Career Development, Work Motivation and Work Load on the Loyalty of Women Workers in South Korean Companies”	√	√	√	The results of this study show that work discipline has an effect on loyalty, career development has an effect on loyalty, work motivation has an effect on loyalty and workload has no effect on loyalty.
12	Muhammad Ramdhan (2021) “The Effect of Motivation and Discipline on Employee Performance at PT. Keb Hana Bank Serpong Branch Office”	√	√	√	Results of this study that motivation has a significant effect on employee performance, Discipline has a significant effect on employees, Motivation and discipline simultaneously have a significant effect on employee performance
13	Sutrisno, Denok Sunarsi (2019) “The Effect of Work Motivation and Discipline on Employee Productivity at PT. Great Award in Jakarta”	√	√	√	The results of this study has a significant effect on employee work productivity of 48.6%, hypothesis testing obtained a significance of 0.000 <0.05. Work discipline has a significant effect on employee productivity by 44.6%, hypothesis testing obtained a significance of 0.000 <0.05. Motivation and work discipline simultaneously have a significant effect on work productivity by 56.2%, hypothesis testing obtained a significance of 0.000 <0.05.
14	Muhammad Iqbal, Amirulmukminin (2020) “The Effect of Work Discipline and Work Motivation on Employee Performance at UPT Puskesmas Ambalawi District”	√	√	√	. Partial analysis results show that work discipline affects employee performance, while work motivation does not affect employee performance. . Simultaneously work discipline and work motivation affect employee

## Analysis of Factors that Cause Career Development and Performance in the Health World

					performance at UPT Puskesmas Ambalawi District, Bima Regency.
15	Indra Prasetyo, et al (2021) "Effect of Compensation and Discipline on Employee Performance: A Case Study of Indonesia"	√	√	√	Previous studies looked at the relationship or relationship between compensation and discipline affect employee performance in manufacturing companies on the Indonesia Stock Exchange, although in the health sector which concludes different results that work discipline does not affect employee performance, but overall The results of the study concluded that compensation and work discipline affect the performance of company employees.
16	Ryani Dhyan Parashakti, Muhammad Ekhsan (2020) "The Effect of Discipline and Motivation on Employee Performance at PT Samsung Elektronik Indonesia"	√	√	√	The results of this study indicate that partially and simultaneously the variables of discipline and motivation affect the performance of PT Samsung Elektronik Indonesia's employees.
17	Sonny Hersona, Iwan Sidharta (2017) "Influence Of Leadership Function, Motivation And Work Discipline On Employees' Performance"	√	√	√	The results showed that the functions of leadership, motivation, and work discipline have a significant effect either partially or simultaneously on employee performance.
18	Raniasari Binti Esthi, Inggritz Savhira (2019) "The Influence Of Work Training, Competence And Discipline Of Work On Employee Performance In Pt. Lestarindo Mighty"	√	√	√	. The first hypothesis is accepted and partially shows that there is positive and significant influence between job training on employee performance. . The second hypothesis is accepted and shows that there is a positive and significant influence between competence on employee performance. . The third hypothesis is accepted and shows that there is a positive and significant effect of disciplined work on employee performance.
19	Ramona Octaviannand, et al (2017) "Effect of Job Satisfaction and Motivation towards Employee's Performance in XYZ Shipping Company"	√	√	√	The results of the study prove that there is a positive and significant relationship between job satisfaction and motivation on employee performance.

## Analysis of Factors that Cause Career Development and Performance in the Health World

20	Achmad Rozi, Denok Sunarsi (2019) "The Influence of Motivation and Work Experience on Employee Performance at PT. Yamaha Saka Motor in South Tangerang"	√		√	The results of this study have a significant effect on employee performance, Work experiences significant effect on employee performance. Motivation and work experience simultaneously have a significant effect on employees.	
21	Ikhwana Pitaloka (2020) "The Effect Of Discipline And Work Motivation On Employee Performance At Pt. Cipta Prima Kontrindo Palembang"	√	√	√	partially there is the influence of discipline and work motivation on the performance of employees of PT. Cipta Prima Kontrindo Palembang.	
22	Ni Komang Sisi Sania Natalia, I Gusti Salit Ketut Netra (2020) The Effect of Work Motivation in Mediating the Effect of Career Development on Performance	√		√	The results of this study found that career development has a positive and significant effect on employee motivation. Career development has a positive and significant effect on employee performance. Work motivation has a positive and significant effect in mediating the influence of career development on employee performance.	
23	Maskarto Lucky Nara Rosmadi, Zaenudin Tachyan (2018) The Influence of Training, Discipline, and Career Development on Employee Performance		√	√	√	Based on the results of the research, that training is at a good level, work discipline is at a bad position, and career development is at a good level. In general, training, work discipline, and career development have an effect on employee performance, and the effect of training is the most significant effect on employee performance.
24	Abraham Samuel Kaengke, et al (2018) The Effect Of Career Development, Training And Motivation On Employees Performance Of Pt. Manado Water	√		√	√	. The research results show career development, training and motivation simultaneously have a significant effect on the performance of employees of PT. Air Manado. Furthermore, . Career development and training partially have a significant effect on the performance of employees of PT. Air Manado; . While motivation has no significant effect on employee performance.
25	Leti Marjanuardi, Sri Langgeng Ratnasari (2019) The Effect of Work Discipline, Loyalty, and Career Development on Employee	√	√	√	√	. The results of the study show that work discipline has a significant effect on employee performance variables . loyalty variable t value $0.410 < 1.679$ t table with a significant value of $0.684 > 0.05$ , meaning that work discipline

## Analysis of Factors that Cause Career Development and Performance in the Health World

	Performance at the Raudlatul Qur'An Batam Foundation			<p>has no significant effect on employee performance variables (Y),</p> <ul style="list-style-type: none"> <li>. career development variable t value <math>1.776 &gt; 1.679</math> t table with a significance of <math>0.684 &gt; 0.05</math>, meaning that career development has no significant effect on employee performance variable (Y),</li> <li>. F test results (simultaneous) <math>2.722</math> (F count) <math>&lt; 2.81</math> (F table) and a significant probability value of <math>0.055 &gt; 0.05</math> means that work discipline, loyalty, and career development have a significant effect simultaneously on employee performance variables.</li> </ul>
26	Noviyanti Rianti Putri, Sri Langgeng Ratnasari (2019) The Effect of Level of Education, Training, and Career Development on Employee Performance at Pt. Batam Takaful Insurance	√	√	<ul style="list-style-type: none"> <li>. The results of this study indicate that the level of education has no effect on employee performance.</li> <li>. The training variable shows that training has no effect on employee performance.</li> <li>. The career development variable shows that career development has no effect on employee performance.</li> </ul> <p>. While the results of the F test simultaneously indicate that the level of education, training, career development has no effect on employee performance variables.</p>
27	Muhammad Dedi Syahputra, Hasrudy Tanjung (2020) The Effect of Competence, Training and Career Development on Employee Performance	√	√	<ul style="list-style-type: none"> <li>. The results of the study show that partially competence has a significant influence on employee performance.</li> <li>. Partially, training does not have a significant effect on employee performance.</li> <li>. Partially career development has a significant influence on employee performance.</li> <li>. And simultaneously competence, training and career development have a significant influence on the performance of employees at PT. Angkasa Pura II (Persero) Kualanamu Branch Office.</li> </ul>
28	Abdul Haeba Ramli, Rizki Yudhistira (2018) The Effect of Career Development on Employee Performance through Organizational Commitment	√	√	<p>The research results provide evidence that high career development has a significant impact on organizational commitment. Likewise, high organizational commitment will have a significant impact on employee</p>



## Analysis of Factors that Cause Career Development and Performance in the Health World

	at PT. Infomedia Humanika Solutions in Jakarta				performance. And finally the indirect test results on career development can significantly improve employee performance which is supported by high employee organizational commitment.
29	Sefrida Yanti, Novi Yanti (2020) Effect Of Work Behavior And Work Discipline On Development Of Employee Career In Premier Basko Hotel Padang	√	√		Work behavior variables have a positive and significant effect on employee career development at the primary basko hotel padang and work discipline variables have a positive and significant effect on career development at the primary basko hotel padang.
30	Allendia Traviana, et al (2021) The Effect of Self-Leadership, Work Environment on Pilot Career Development in Indonesia with Motivation as an Intervening Variable	√	√		The overall results of the variables have a positive and significant effect partially or simultaneously.
31	Rosmawati, et al (2019) The Influence of Education and Training (Training), Work Discipline on Career Development Through the Performance of Bissappu District Office Employees in Bantaeng Regency	√	√	√	The influence of training and work discipline has a significant effect on employee performance. The influence of training and work discipline also has a significant effect on career development.
32	Sugito Efendi, et al (2021) The Influence of Leadership Style, Organizational Culture and Work Discipline on Career Development and Their Impact on Employee Performance Institution of Cooperative Marketing Services and Small and Medium Enterprises (Llp-Kukm)	√	√	√	In this study, it was found that leadership style and work discipline had a direct positive and significant effect on LLP-KUKM employee performance, as well as a positive and significant effect on career development, while organizational culture had a direct positive and significant effect on LLP-KUKM employee performance but not effect on career development.
33	Muhammad Muhlis, et al (2018) Training and Motivating Employee Career Development	√	√	√	The results of the study show that there is a significant relationship between training and motivation on employee career development.
34	Edward Efendi Silalahi (2019) The Effect of Work Experience and Work Discipline on Career Development with Work Achievement as an Intervening Variable at Pt Roh Semesta Marine Safety in Jakarta	√	√		This study proves that partially and simultaneously the variables of work experience, work discipline and work performance have a significant effect on career development. While work experience partially does not have a significant effect on achievement.

## Analysis of Factors that Cause Career Development and Performance in the Health World

							Meanwhile, work discipline partially has a significant and positive effect on work performance. While simultaneously work experience and work discipline have a significant and positive effect on work performance.
35	Julkarnain, Alfath Saied Alqhudri Sr. (2021)	√	√	√			Compensation has a positive and significant effect on employee performance at PT. Domas Agroiinti Prima. Work motivation has a positive and significant effect on employee performance at PT. Mighty Industrial Facilities.
36	Manahan P. Tampubolon, et al (2020)	√	√				this study concluded that there is a positive and significant influence between work motivation and career development there is a positive and significant influence between work skills and career development there is a positive and significant influence between cognitive behavior and career development.
37	Lapius Yikwa, et al (2017)	√	√	√			The results of data processing show that there is a significant positive influence exerted by Transformational Leadership on Employee Performance at PT. Bank Sulut Go Kawangowan Branch.

Career development is a formal approach taken by organizations to ensure that people in the organization have the right qualifications, abilities, and experience when needed (Regina, 2013). Clear career planning and development within the organization will be able to increase employee motivation in carrying out their work, thus creating a sense of satisfaction in carrying out their work (Nugroho & Kunartinah, 2013). Research conducted by Arifin (2015) states that motivation has a positive and significant effect on employee performance. Employee motivation is needed to improve the performance of the employees themselves. These employees do not have the enthusiasm and drive to carry out all the tasks given if they are not given motivation.

Efforts to improve employee performance cannot be separated from employee discipline (Maharani, 2010). Discipline is an attitude of action and behavior that must be in accordance with existing regulations. If employees are not disciplined, it will interfere with work results and routine employee activities, work should be completed on time. With this discipline, it is hoped that the rules and regulations can be implemented properly so that they do not interfere with company activities, thus employee performance will be easier to improve.

An organization succeeding in achieving its goals cannot be separated from the role of human resources in it which is one of the organization's assets. Several factors that can influence the success of organizational goals are how work motivation and work discipline affect career development and employee performance. This is of course very important to be considered by management in order for the stability and development of the organization.

## CONCLUSIONS AND SUGGESTIONS

### Conclusion

Based on the discussion of research results, it can be concluded that the influence of work motivation and work discipline on employee performance through career development, is as follows:

## Analysis of Factors that Cause Career Development and Performance in the Health World

1. Work motivation has a positive and significant effect on career development, this indicates that the higher the work motivation, the clearer the career development.
2. Work discipline has a positive and significant effect on career development, this indicates that the higher the work discipline, the clearer the career development of employees.
3. Work motivation has a positive and significant effect on employee performance, this indicates that the higher the work motivation, the higher the employee performance.
4. Work discipline has a positive and significant effect on employee performance, this indicates that the higher the work discipline, the higher the employee performance.
5. Career development has a positive and significant effect on employee performance, this indicates that the clearer career development, the higher the employee performance.

### 1.1 Suggestion

Based on these conclusions, the following suggestions can be given:

1. Respondents' evaluation of the work motivation variable in this study was in the high category, but the indicators that needed to be increased were motivation Y by increasing self-control, being more responsible and more innovative.
2. The assessment of the work discipline variable in this study is high, but it needs to be increased, especially on the indicator that is rated the lowest by respondents, namely ethical work, for this it is expected that employees mutual respect among fellow employees, building cooperation in carrying out tasks.
3. The career development variable assessment in this study was in the good category, but the lowest respondent's rating was known to be a work performance indicator, for this reason employees should increase their self-skills to support their daily work.

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## Analysis of Factors that Cause Career Development and Performance in the Health World

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