

## The Influence of Career Development, Work Environment and Work Discipline on Employess Performance of PT. Sintertech

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**Abstract:** This study aims to find out the influence of Career Development (X1), Work Environment (X2), and Work Discipline (X3) on Employee Performance (Y) at PT. Sintertech is a company engaged in the field of technology synthesis. This research uses quantitative methods, the population taken comes from employees of PT. Sintertech conducted a study using a sample size of 90 participants and collected data through questionnaires. This research method uses non-probability sampling techniques with data analysis methods in the form of Validity Test, Reliability Test, Classical Assumption Test, Regression Analysis, and Hypothesis Testing using partial. The results of the T (Partial) test on career development have a positive and significant effect with a calculated t value  $> t$  table t table ( $8.553 > 1.987$ ) and significant  $0.000 < 0.05$ , work environment variables have a positive and significant effect with the value of t count  $> t$  table ( $2.096 > 1.987$ ) and significance  $0.039 < 0.05$ , work discipline variables have a positive and significant effect with the value of t count  $> t$  table ( $38.025 > 1.987$ ) and significant  $0.000 < 0.05$ . Simultaneously, Career Development, Work Environment, and Work Discipline have a significant effect on employee performance with the results of the F test significant value of  $0.000 < 0.05$ .

**Keywords:** Career Development, Employee Performance, Work Discipline, Work Environment

### A. Introduction

Competition in the business sector is increasingly fierce. Therefore, every economic organization needs to have the ability to be effective and efficient in managing and utilizing all the resources it has so that it can continue to exist and develop (Almita et al., 2023). HR plays a major role in ensuring organizational goals and operations run well. Their job is to ensure that the company has staff that is qualified (Yusuf & Hasnidar, 2020) and has the potential to achieve organizational goals. According to (Santoso & Sidik, 2020) (Knezović & Greda, 2020), performance can be interpreted as the work results obtained by an employee in terms of the quality (Sulistiyono & Aima, 2020) and amount of work carried out (Tracey et al., 1995) (Kosasih, 2021), in accordance with the responsibilities that have been given to him (Pawirosumarto et al., 2017) (Fadhila & Sulistiyani, 2021).

PT Sintertech is a company in Indonesia located on Jln. , which became the first company to produce Ferrite Core. Jalan Jababeka VI Blok J VI M, in the Jababeka Industrial Area, Cikarang, West Java. PT Sintertech is a company in the electronics sector. Employees need to be committed to carrying out each of their jobs in order to achieve increased productivity and achieve the expected performance goals (Prasetyo et al., 2021) (Novitayanti et al., 2020). The main key for companies to achieve efficiency and customer satisfaction is carrying out work and inspections according to the specified schedule (Vondracek et al., 2019) (Griek et al., 2018).

The problems in this regard include many employees who experience a lack of enthusiasm due to the absence of career development and the employment contract period given by the company is the same as others without looking at other factors. According to (Humaira et al., 2020) (Septiani et al., 2024), career development is through the level of education and training within the company resulting in a position or position occupied by a person.

Many employees feel uncomfortable in their work because of environmental conditions that make them feel uncomfortable, such as high air temperatures, poorly lit rooms, and traffic disturbances. According to research by (Lee et al., 2011) (Nurlaila et al., 2024), the work environment can be defined as a combination of various factors such as materials, tools, work methods, the physical environment around the workplace, as well as work arrangements both in groups and individuals. In this context, poor work discipline can include late arrivals to work and lack of permission from employees. According to research conducted by (Seno et al., 2023) (Liu et al., 2020), a person's level of discipline reflects the extent to which they are responsible for the tasks they are given (Varma et al., 2021) (Blustein et al., 2020). Therefore, although leaders hope that their employees have good discipline, maintaining discipline becomes very difficult because there are many factors that influence it (Purba & Ruslan, 2020) (Soedira et al., 2021). Sometimes, employees do not know about the rules and procedures, so there are many violations in their work as supervisors. Furthermore, managers must ensure that any changes to new rules, procedures and policies are explained in detail.

**Table 1. PT Sintertech Employee Attendance**

Month	Criteria			
	Sick	Permission	Furlough	Overdue
April	15	7	8	17
May	5	15	10	15
June	16	12	12	18
July	10	7	17	22
August	8	5	12	22
September	5	8	11	16

Source : HRD PT Sintertech

Based on table 1 the absenteeism of PT Sintertech employees can be seen. This increase in absenteeism can be observed from various information provided by employees. One of the factors that greatly affects the high absenteeism rate is the problem of an inadequate work environment. Hot temperature conditions make many employees have a hard time concentrating in carrying out their duties. This has an impact on decreased productivity.

In addition, inadequate work space is also a factor that contributes to high absenteeism. Rooms not in accordance with compliance standards have led to employees feeling less motivated and comfortable in carrying out their daily work. The lack of adequate company facilities is also a problem. Employees expect facilities that support productivity and well-being, but the lack of these facilities can affect employee satisfaction.

The most glaring lack is the absence of a clinic in the company. This is a serious problem as employees do not have easy access to workplace healthcare, which in turn affects their health and well-being. Therefore, companies need to address this issue immediately to retain employees and ensure optimal productivity.

Lack of commitment to career development and uniformity of employment contract terms without considering other factors are issues that have a significant impact on employee morale and performance. Employees are frequently looking for opportunities to realise their potential and achieve better results in their careers. Therefore, it is important for businesses to consider improving career development policies and employment contracts to be fairer and reflect the skills and contributions of each employee.

Based on the background above, the researchers are interested in taking the title 'The Effect of Career Development, Work Environment and Work Discipline on Employee Performance of PT Sintertech'.

## **B. Methods**

Noor et al., (2020) and Sartika et al., (2022) defines a sample as a portion of the total number and characteristics possessed by the population. This research uses a numerical approach to research. The trial was carried out by distributing 90 survey forms. In this research, a non-probability sampling technique with a saturated sample method was used to determine the sample to be used. With a population of 90 employees, the researcher chose to use the entire population as a sample in this research. Thus, the sample in this study consisted of 90 people. This data was obtained directly from PT as the research object. PT Sintertech is a material processing method that uses high heat to glue or bind material particles into a denser and stronger object.

**C. Results and Discussion**

**Validity Test and Reliability Test**

**Validity Test**

To get the rtable is done with the table r product moment proposed by Pearson, namely determining  $\alpha = 0.05$  then  $n$  (sample) = 90,  $df$  ( $n-2$ ) or  $(90-2) = 88$  so that the rtable value is 0.207 with the following conditions:

The result  $r$  count  $>$   $r$  table (0.207) = valid

The result  $r$  count  $<$   $r$  table (0.207) = invalid

**Table 2. Career Development Validity Test Result**

Questionnaire	r-value	r-table	Statement
X1.1	0,440	0,207	Valid
X1.2	0,543	0,207	Valid
X1.3	0,539	0,207	Valid
X1.4	0,650	0,207	Valid
X1.5	0,636	0,207	Valid
X1.6	0,663	0,207	Valid
X1.7	0,588	0,207	Valid
X1.8	0,548	0,207	Valid
X1.9	0,592	0,207	Valid
X1.10	0,639	0,207	Valid

Source : data processed by SPSS version 23

Based on the data above, it is known that 10 items of career development instruments (X1) can be declared valid, because all statements obtain  $r$  values calculated  $>$   $r$  tables, so that these statements can be used in research.

**Table 3. Work Environment Validity Test Result**

Questionnaire	r-value	r-table	Statement
X2.1	0,398	0,207	Valid
X2.2	0,446	0,207	Valid
X2.3	0,565	0,207	Valid
X2.4	0,615	0,207	Valid
X2.5	0,683	0,207	Valid
X2.6	0,575	0,207	Valid
X2.7	0,629	0,207	Valid
X2.8	0,571	0,207	Valid
X2.9	0,531	0,207	Valid
X2.10	0,469	0,207	Valid

Source : data processed by SPSS 23

Based on the data above, it is known that 10 items of work environment instruments (X2) can be declared valid, because all statements obtain a calculated r value > r table, so that these statements can be used in research.

**Table 4. Work Discipline Validity Test Results**

Questionnaire	r-value	r-table	Statement
X3.1	0,662	0,207	Valid
X3.2	0,717	0,207	Valid
X3.3	0,825	0,207	Valid
X3.4	0,576	0,207	Valid
X3.5	0,737	0,207	Valid
X3.6	0,740	0,207	Valid
X3.7	0,716	0,207	Valid
X3.8	0,653	0,207	Valid
X3.9	0,664	0,207	Valid
X3.10	0,421	0,207	Valid

Source : data processed by SPP 23

Based on the data above, it is known that 10 items of work discipline instruments (X3) can be declared valid, because all statements obtain r values calculated > r tables, so that these statements can be used in research.

**Table 5. Employee Performance Validity Test Results**

Questionnaire	r-value	r-table	Statement
Y.1	0,710	0,207	Valid
Y.2	0,492	0,207	Valid
Y.3	0,577	0,207	Valid
Y.4	0,607	0,207	Valid
Y.5	0,752	0,207	Valid
Y.6	0,473	0,207	Valid
Y.7	0,681	0,207	Valid
Y.8	0,423	0,207	Valid
Y.9	0,686	0,207	Valid
Y.10	0,467	0,207	Valid

Source : data processed by SPP 23

Based on the data above, it is known that 10 items of employee performance instruments (Y) can be declared valid, because all statements obtain a calculated r value > r table, so that these statements can be used in research.

### Reliability Test

*Cronbach's Alpha* > 0.60 reliability, *Cronbach's Alpha* < 0.60 less reliability. The following are the results of processing reliability test data in this study using SPSS version 23:

**Table 6. Variable Reliability Test Results**

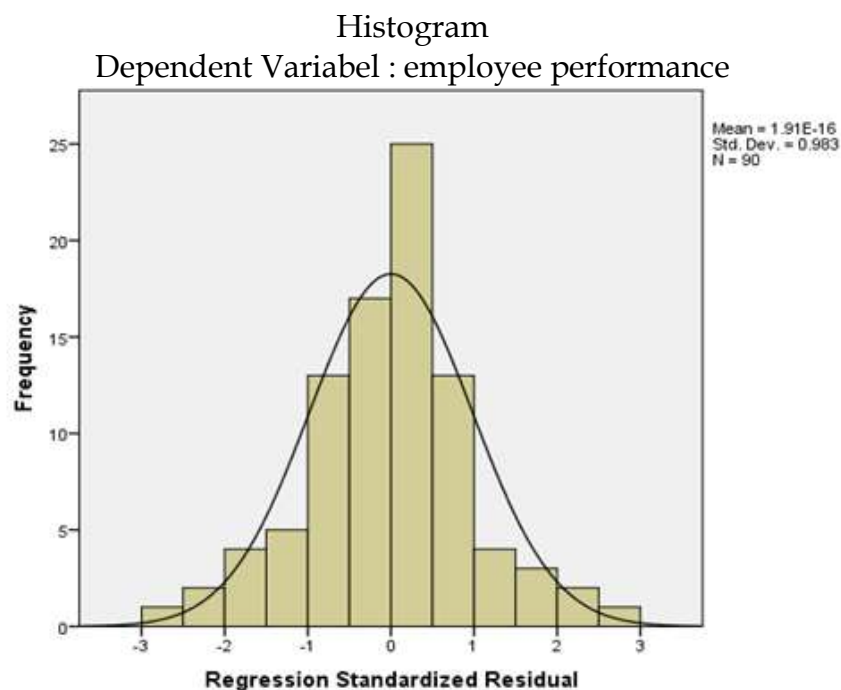
No	Variable	Cronbach's Alpha	Minimal Cronbach's Alpha	Statement
1	Career Development	0,867	0,60	Reliable
2	Work Environment	0,846	0,60	Reliable
3	Work Discipline Employee	0,906	0,60	Reliable
4	Performance	0,865	0,60	Reliable

Source : Research data processed by SPSS, 2024

From the results of the table 6 test that has been carried out, it can be seen that the results of Cronbach's Alpha > at least Cronbach's Alpha are more than 0.60, then the variables of career development, work environment, work discipline and performance are declared reliable.

### Classical Assumption Test Normality Test

Histogram graph form based on normality test data processing results using SPSS Version 23:

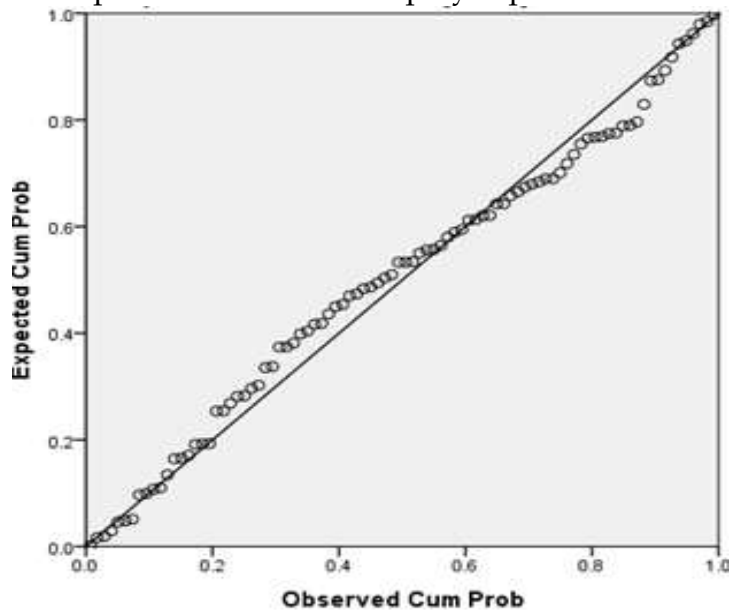


**Figure 1. Histogram Graph of Normality Test results**

Source : Processed research data, 2024

Based on the shape of the histogram graph shown above, it can be concluded that the graph shows a shape like a bell or a mountain. This indicates that the distribution of all variables in this study has a normal pattern.

Normal P-Plot of Regression Standardized Residual  
 Dependent Variable : employee performance



**Figure 2. P-P Plot Normality Test**  
 Source : Processed research data, 2024

Based on the P-P normality test graph shown in the image above, the points are evenly distributed around the line and follow the direction of the diagonal line. Therefore, it can be concluded that the residual value has a normal distribution. So, the conclusion is that in this research, data regarding Career Development, Work Environment and Work Discipline have a normal distribution regarding Performance.

### Multicollinearity Test

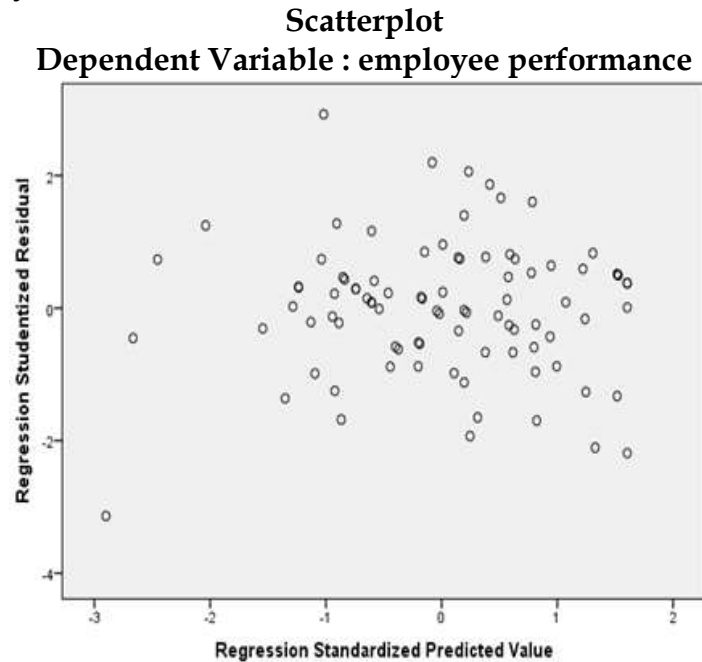
**Table 7. Multicollinearity Test**

No	Variable	Tolerance	VIF	Statement
1	Career Development	0,747	1,338	There is no Multicollinearity
2	Work Environment	0,797	1,254	
3	Work Discipline	0,849	1,178	

Source : Processed research data, 2024

From table 7 it can be seen that the Tolerance value of the three independent variables is more than 0.1 and VIF is lower than 10, it can be concluded that in the regression model there is no multicollinearity problem.

### Heteroscedasticity Test



**Figure 3. Heteroscedasticity Test**  
 Source : Processed research data, 2024

From the results of the heteroscedasticity test, we found an irregular distribution of points along the X axis and below the number 0 on the Y axis. Therefore, it can be concluded that there are no symptoms of heteroscedasticity in this regression model.

### Multiple Linear Regression Analysis Test

**Table 8. Multiple Linear Regression Results**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.938	1.011		2.905	.005
Career Development	.155	.018	.208	8.553	.000
Work Environment	.046	.022	.049	2.096	.039
Work Discipline	.721	.019	.867	38.025	.000

a. Dependent Variable: Employee Performance

Source : Processed research data. 2024

Based on the results of data processing using SPSS, the regression equation is obtained as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3$$

$$Y = 2.938 + 0.155X_1 + 0.046X_2 + 0.721X_3$$

From the linear regression equation above can be interpreted as follows:



1. A constant of 2,938 means that the variables Career Development, Work Environment and Work Discipline are constant, then Employee Performance will increase by 2,938.
2. Career Development Coefficient (X1)  
 The Career Development coefficient value of 0.155 states that every increase in one score for Career Development will be followed by an increase in Employee Performance of 0.155.
3. Working Environment Coefficient ( X2 )  
 The Work Environment coefficient value of 0.046 states that every increase in one score for the Work Environment will be followed by an increase in Employee Performance of 0.046.
4. Coefficient of Work Discipline ( X3 )  
 The value of the Work Discipline coefficient of 0.721 states that every increase in 1 score for Work Discipline will be followed by an increase in Employee Performance of 0.721.

### Test the hypothesis

#### T-Test

This test is to determine career development (X1), work environment (X2) and work discipline (X3) partially against the performance variables (Y) of PT employees. Sintertech using Test t, from analysis with error rate ( $\alpha$ )  $5\% / 2 = 2.5\% = 0.025$  (2-sided test) and degrees of freedom (df) =  $n - k - 1$ . Degree of freedom (df) =  $n - k - 1 = 90 - 3 - 1 = 86$  From the discussion above, a ttable value of 1.987 is obtained, the results of the calculation can be seen in the following table:

**Table 9. Results of Parsia Test Hypothesis Testing (t Test)**

No	Variable	t value	Sig	t table
1	Career Development	8,553	0,000	1,987
2	Work Environment	2,096	0,039	1,987
3	Work Discipline	38,025	0,000	1,987

Source: Processed research data, 2024

1. Hypothesis testing t-test variable Career Development (X1)  
 It is known that the calculated t value of the career development variable (X1) is 8.553, while the table t value is 1.987, it can be assumed that the t value is calculated  $>$  t table ( $8.553 > 1.987$ ) and significant  $0.000 < 0.05$ , it can be interpreted that  $H_0$  is rejected and  $H_a$  is accepted. This means that it can be concluded that career development variables partially have a positive and significant effect on employee performance.
2. Hypothesis testing t test variable Work Environment (X2)  
 It is known that the t value of the work environment (X2) is 2.096, while the t value of the table is 1.987. It can be assumed that the value of t is calculated  $>$  t table ( $2.096 > 1.987$ ) and the significance of  $0.039 < 0.05$ , it can be interpreted that

Ho is rejected and Ha is accepted. This means that it can be concluded that work environment variables partially have a positive and significant effect on employee performance.

3. Hypothesis testing t-test variable Work Discipline ( X3 )

It is known that the calculated t value of the working discipline variable (X3) is 38.025, while the table t value is 1.987. It can be assumed that the value of t is calculated  $>$  t table ( $38.025 > 1.987$ ) and significant  $0.000 < 0.05$ , it can be interpreted that Ho is rejected and Ha is accepted. This means that it can be concluded that the variable of work discipline partially has a positive and significant effect on employee performance.

**Test-f**

The F-test is used to test the overall significance of multiple linear regression models.

$$df(n1) = k - 1 = 3 - 1 = 2$$

$$df (n2) = n - k = 90 - 3 - 1 = 86$$

with a value of  $df (n1) = 2$  and  $df (n2) = 86$  and a significant level of 5% or 0.05, the table F value is 3.105.

**Table 10. Test F  
ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1546.437	3	515.479	726.446	.000 <sup>b</sup>
Residual	61.025	86	.710		
Total	1607.461	89			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Discipline, Work Environment, Career Development

Source: Processed research data, 2024

Based on table 10 above, it is known that f count  $>$  f table ( $726.446 > 3.105$ ) and signification shows  $0.000 < 0.05$ . This means that the variables of career development (X1), work environment (X2) and work discipline (X3) have a simultaneous and significant effect on employee performance (Y). This conclusion is supported by the following findings: (1) F-Count vs. F-Table: The calculated F-value (726.446) is greater than the critical F-value (3.105) at a 95% confidence level. This indicates that the variance explained by the independent variables is significantly higher than the variance explained by the error term. (2) Significance Level: The significance level (0.000) is less than the predetermined significance level (0.05). This means that the probability of observing the obtained results by chance is extremely low, indicating that the observed effects are statistically significant. Therefore, the research suggests that the combination of career development, work environment, and work discipline significantly influences employee performance.

## Test Coefficient of Determination ( R<sup>2</sup> )

**Table 11. R<sup>2</sup> Test Results  
 Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.981 <sup>a</sup>	.962	.842	1.905

a. Predictors: (Constant), Work Discipline, Work Environment, Career Development

b. Dependent Variable: Employee Performance

Source : Processed research data, 2024

The results of the determination test, as shown in Table 11, indicate that the Adjusted R Square value is 0.842. This value suggests that the variables X1 (Career Development), X2 (Work Environment), and X3 (Work Discipline) collectively explain 84.2% of the variability in the dependent variable Y (Employee Performance). The remaining 15.8% (100% - 84.2%) is influenced by other factors not included in these variables. (1) Adjusted R Square: The Adjusted R Square value is a more accurate measure of the model's predictive power compared to the standard R Square. It adjusts for the number of predictors in the model, ensuring that the R Square value does not increase simply due to the addition of more variables. (2) Interpretation: An Adjusted R Square value of 0.842 indicates that the model is highly effective in explaining the variance in the dependent variable. This means that the combination of career development, work environment, and work discipline accounts for a significant portion of the variation in employee performance. (3) Limitations: The remaining 15.8% of the variance is influenced by other factors not included in the model. This could include individual differences, organizational factors, or other external variables that affect employee performance but were not considered in this study.

The high Adjusted R Square value of 0.842 indicates that the variables of career development, work environment, and work discipline have a significant and simultaneous effect on employee performance. This suggests that these variables are crucial in understanding and predicting employee performance, and that the model is robust and reliable. However, the remaining 15.8% of the variance not explained by these variables highlights the need for further research to identify and incorporate additional factors that may influence employee performance.

## D. Conclusion

Based on the experimental findings carried out in this research, it can be concluded that: (1) Based on the results of statistical calculations, the value of t count variable career development (X1) is 8.553, while the value of t table is 1.987. It can be assumed that the value of t count > t table (8.553 > 1.987) and significant 0.000 < 0.05, it can be

interpreted that  $H_0$  is rejected and  $H_a$  is accepted. This means that it can be concluded that career development variables partially have a positive and significant effect on employee performance. (2) Based on the results of statistical calculations, the t-value of the work environment (X2) is 2.096, while the t-value of the table is 1.987. It can be assumed that the value of t is calculated  $> t$  table ( $2.096 > 1.987$ ) and the significance of  $0.039 < 0.05$ . This can be interpreted that  $H_0$  is rejected and  $H_a$  is accepted. It can be concluded that work environment variables partially have a positive and significant effect on employee performance. (3) Based on the results of statistical calculations, the value of t calculates the variable of work discipline (X3) as much as 38.025, while the value of t table is 1.987. It can be assumed that the value of t is calculated  $> t$  table ( $38.025 > 1.987$ ) and significant  $0.000 < 0.05$ , it can be interpreted that  $H_0$  is rejected and  $H_a$  is accepted. This means that it can be concluded that the variable of work discipline partially has a positive and significant effect on employee performance. (4) Based on the results of statistical calculations, simultaneous tests with f values are calculated  $> f$  tables ( $726,446 > 3,105$ ) and significance show  $0.000 < 0.05$ . This means, the variables of career development (X1), work environment (X2) and work discipline (X3) have a simultaneous and significant effect on the performance of employees (Y) of PT. Sintertech.

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