

The Influence of Career Development, Rewards, and Work Discipline on Employee Performance at PT Rizky Agung Berkah.

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ABSTRACT

This study aims to test and analyze the influence of the career development system, rewards, and work discipline on employee performance at PT Rizky Agung Berkah. The background of this research is the importance of the role of human resources in determining the success of the company, so that a management system that is able to improve employee performance optimally is needed. The method used in this study is a qualitative method. Data was collected through the distribution of questionnaires to a number of respondents who are permanent employees of PT Rizky Agung Berkah. The data analysis technique used is multiple linear regression to determine the influence of each independent variable on the dependent variable. These findings indicate that companies need to pay special attention to career development strategies, proper rewarding, and consistent implementation of work discipline to improve overall employee performance. These findings indicate that companies need to pay special attention to career development strategies, proper rewarding, and consistent implementation of work discipline to improve overall employee performance.

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Introduction

Human resources (HR) are a vital element in every organization. The success of a company in achieving its strategic goals depends heavily on the quality and performance of its employees. HR is not only an implementer, but also the main driving force in encouraging organizational change and innovation. Therefore, good human resource management is a must for every company that wants to grow sustainably. Failure to manage employees will have an impact on decreased productivity, low performance, and can even interfere with the existence of the organization itself (Hasibuan, 2019; Mangkunegara, 2020).

In the world of work, the role of management is very important in creating a work climate that supports the achievement of optimal performance. Employee performance is greatly influenced by various internal and external factors, including how the company provides opportunities to grow, how the reward system is implemented, and how discipline is consistently implemented (Robbins & Judge, 2019). Employees who feel given room to grow and are valued will show high loyalty and work motivation. Conversely, if the company ignores these things, employees are likely to feel unappreciated and will lower their performance.

This research was conducted at PT Rizky Agung Berkah, a property company engaged in the development of government-subsidized housing in the Pematangsiantar and Tebing Tinggi areas. The company has a social mission in providing housing for low-income people. However, in practice, PT Rizky Agung Berkah faces significant challenges related to improving overall employee performance. Even though there are employees who are able to achieve the target well, the achievement of the company's overall target is still not optimal and is below the set standards.

There are several main factors that are suspected to be the cause of suboptimal employee performance, namely career development systems, rewards, and work discipline. In terms of career development, the company only provides career paths to employees in the marketing department, while employees in other departments do not get the same opportunities. This creates gaps and can reduce work morale (Simamora, 2018). Inequities in the career development system have the potential to create an uncondusive work climate because employees feel undervalued.

Furthermore, in terms of rewarding, the company only gives it based on the achievement of certain targets which again is only relevant for marketing employees. Employees in administrative or operational departments, even if they are doing well, are not rewarded because the reward system does not consider non-sales contributions. This imbalance risks causing dissatisfaction, which will ultimately have an impact on work morale and motivation (Handoko, 2017; Wijono, 2021).

Disciplinary problems also look quite significant. Some employees often arrive late and go home early for no valid reason. This condition interferes with work effectiveness and worsens the achievement of the company's targets. Low work discipline reflects weak supervision and lack of understanding of employees on the responsibilities they must carry out (Siagian, 2018).

These phenomena show that human resource management at PT Rizky Agung Berkah is still facing various challenges that require further attention. Based on existing observations and data, the researcher sees the need to conduct an in-depth study on the influence of the career development system, rewards, and work discipline on employee performance in this company. Previous research has generally addressed each of these factors separately, without considering the simultaneous linkages and influences between the three in the context of subsidized property companies. This research is here to fill this gap and make a scientific contribution in the field of human resource management, especially in the property sector which has a strong social dimension.

The novelty of this study lies in the integration of the three variables in one analysis model and their application in the context of regional companies that have their own characteristics and challenges. This research is expected to provide theoretical benefits as the development of academic references, as well as practical benefits for the management of PT Rizky Agung Berkah in formulating strategies to improve employee performance. In addition, the results of this research can also be a reference for similar companies in managing human resources more fairly, equitably, and performance-oriented

Literature Review

Career Development

Career development is one of the important aspects of human resource management that plays a role in improving employee competence and work motivation. According to Mondy (2018:228), career development is a formal approach that organizations use to ensure that individuals with the right qualifications and experience are available when needed. This confirms that career development not only benefits individuals, but also supports the sustainability of the company in the long run. Furthermore, Rivai and Sagala (2016:274) explained that career development has several main indicators, namely career planning, individual career development, support from the human resources department, and feedback on performance. These four indicators form the basis for effective and equitable career development in an organization.

Reward System

Rewards or rewards are important factors that affect employee motivation and performance. Rewards can be in the form of financial compensation or non-financial awards. Siagian (2015:4-5) states that rewards include the work itself, wages, promotional opportunities, supervision, and relationships between colleagues. In practice, effective rewards can increase employee satisfaction and loyalty to the company. According to Dicky Saputra (2019:122), reward indicators include wages, salaries, incentives, allowances, interpersonal awards, and promotions. These components show that rewards are not only about direct rewards, but also about recognition of the contributions made by employees as a whole.

Work Discipline

Work discipline is an important aspect that shows the extent to which employees obey the company's rules and regulations. Good discipline will support the creation of an orderly, efficient, and productive work environment. Rivai (2019:444) states that work discipline is a communication tool between managers and employees to change behavior to conform to the company's regulations, while increasing awareness of responsibility. According to Hasibuan (2015:194), indicators of work discipline include compliance with company regulations, effective use of time, responsibility at work, and attendance rate. Employees who have a high level of discipline tend to be more responsible and make maximum contributions to the organization.

Employee Performance

Employee performance is a reflection of the work results achieved by individuals in carrying out the tasks assigned by the company. Widodo (2015:131) stated that performance is the level of achievement of results for the implementation of certain tasks, which means that performance reflects the effectiveness and

productivity of employees. According to Robbins (2016:260), performance indicators include work quality, effectiveness, punctuality, independence, and quantity of work results. These indicators provide a comprehensive overview of the aspects that need to be considered in evaluating employee performance objectively and sustainably.

Hypothesis

According to Sugiyono (2015:96), "A hypothesis is a temporary answer to the research problem formulation, where the problem formulation has been stated in the form of a question." Based on the background, problem formulation, and conceptual framework, the hypotheses of this study are as follows:

H1: Career development has an effect on employee performance at PT Rizky Agung Berkah.

H2: Rewards have an effect on employee performance at PT Rizky Agung Berkah.

H3: Work discipline has an effect on employee performance at PT Rizky Agung Berkah.

H4: Career development, rewards, and work discipline simultaneously affect employee performance at PT Rizky Agung Berkah.

Method

This research was conducted at PT Rizky Agung Berkah, Pematang Siantar, from May 2024 to February 2025 with a descriptive quantitative approach and explanatory properties. The research population is all employees as many as 38 people who are also sampled using saturated sampling techniques. The validity and reliability test of the instrument was carried out on 30 respondents from PT Persada Rizdom.

Data collection was carried out through observation, interviews, questionnaires, and literature studies. The data used included primary data (from respondents) and secondary data (from documents and literature). The independent variables include career development (X1), rewards (X2), and work discipline (X3), while the bound variable is employee performance (Y), which is measured using the Likert scale.

The validity test was performed by comparing *the calculated r* and *r* tables, while the reliability test used Cronbach's Alpha. Classical assumption tests include normality, multicollinearity, and heteroscedasticity. Data analysis used multiple linear regression, with an F test for simultaneous influence and a t test for partial influence.

Results and Discussion

This study was conducted to determine the influence of career development, rewards, and work discipline on the performance of PT Rizky Agung Berkah employees. Data was collected from 99 respondents and analyzed with the help of SPSS through several stages of statistical tests.

Statistics Descriptive

Descriptive statistics provide an overview of the variables being studied, including mean, minimum, maximum, and standard deviation values.

Table 1 Descriptive Statistics of Research Variables

Variabel	N	Minimum	Maximum	Mean	Hours of deviation
Career Development	99	24	50	38,08	5,316
Reward	99	26	50	38,62	5,170
Work Discipline	99	25	50	38,67	5,679
Employee Performance	99	24	50	39,02	5,054

Based on Table 1, all variables have an average value close to 38, which shows that the respondents' perception of each variable is in the category of quite high.

Validity Test

Validity tests are performed to ensure that the statement items in the questionnaire are able to measure the construct in question. Validity is tested by looking at the Pearson correlation value.

Table 2 Validity Test Results

Variabel	Item	r Count	r Table	Information
Career Development	PK1	0,615	0,197	Valid
	PK2	0,623	0,197	Valid
	PK3	0,668	0,197	Valid
	PK4	0,701	0,197	Valid
	PK5	0,587	0,197	Valid
Reward	RW1	0,641	0,197	Valid
	RW2	0,662	0,197	Valid
	RW3	0,684	0,197	Valid
	RW4	0,709	0,197	Valid
	RW5	0,591	0,197	Valid
Work Discipline	DK1	0,653	0,197	Valid
	DK2	0,672	0,197	Valid
	DK3	0,705	0,197	Valid
	DK4	0,667	0,197	Valid
	DK5	0,614	0,197	Valid
Employee Performance	KK1	0,625	0,197	Valid
	KK2	0,647	0,197	Valid
	KK3	0,660	0,197	Valid
	KK4	0,701	0,197	Valid
	KK5	0,591	0,197	Valid

All items from the variables of career development, rewards, work discipline, and employee performance have a value of r calculated $> r$ table (0.197) with a significance of < 0.05 , so that all items are declared **valid**.

Reliability Test

Reliability tests are used to measure the internal consistency of the questionnaire. The size used is Cronbach's Alpha.

Table 3 Reliability Test Results

Variabel	Number of Items	Cronbach's Alpha	Criterion	Information
Career Development	5	0,831	$\geq 0,70$	Reliabel
Reward	5	0,845	$\geq 0,70$	Reliabel
Work Discipline	5	0,812	$\geq 0,70$	Reliabel
Employee Performance	5	0,827	$\geq 0,70$	Reliabel

Since all of Cronbach's Alpha values > 0.7 , all instruments are declared **reliable**.

Normality Test

The normality test was carried out using the Kolmogorov-Smirnov method.

Table 4 Normality Test Results

Kolmogorov-Smirnov Z	Sig. (2-tailed)
0,615	0,843

Because the significance value > 0.05 , the data is declared **to be normally distributed**.

Multicollinearity Test

Multicollinearity was tested by looking at Tolerance and VIF values.

Table 5 Multicollinearity Test Results

Variabel	Tolerance BRIGHT	
Career Development	0,655	1,527
Reward	0,624	1,603
Work Discipline	0,654	1,530

All VIF values are < 10 and Tolerance > 0.10, so there is no multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test was carried out using the Glejser test.

Table 6 Glejser Test Results

Variabel	Itself.
Career Development	0,186
Reward	0,184
Work Discipline	0,146

All significance values > 0.05, so there are no symptoms of heteroscedasticity.

Multiple Linear Regression Analysis

Regression analysis is used to determine the simultaneous and partial influence of independent variables on bound variables.

Table 7 Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients	Std. Error	t	Itself.
(Constant)	11,114	2,211	5,027	0,000
Career Development	0,162	0,072	2,246	0,027
Reward	0,328	0,076	4,327	0,000
Work Discipline	0,414	0,079	5,227	0,000

All independent variables have a significant partial effect on employee performance.

Coefficient of Determination

The coefficient of determination indicates the proportion of variation of dependent variables that can be explained by independent variables.

Table 8 Coefficient of Determination (R^2)

R	R Square	Adjusted R Square	Std. Error of the Estimate
0,645	0,416	0,403	2,356

An R^2 value of 0.416 means that 41.6% of the variation in employee performance can be explained by career development, rewards, and work discipline. The remaining 58.4% is influenced by other variables outside of this model.

Simultaneous Significance Test (F Test)

Table 9 F Test Results

Model	Sum of Squares	Df	Mean Square F	Itself.
Regression	373,925	3	124,642	22,428 0,000
Residual	524,975	95	5,526	
Total	898,900	98		

The F value of 22.428 with a significance of $0.000 < 0.05$, shows that the variables of career development, rewards, and work discipline simultaneously have a significant effect on employee performance.

Discussion

The Influence of Career Development on Employee Performance

The findings of this study show that career development has a positive and significant influence on employee performance. This shows that the more intensive and targeted the career development program that the company runs, the greater the incentive for employees to increase their contributions. Career development programs such as training, coaching, job rotation, and a clear career path provide a sense of security and direction of professional growth for employees.

These findings are in line with the views of Robbins and Judge (2017), who emphasize that career development is one of the main motivational factors that increase employee engagement and productivity. Employees who feel cared for in terms of their professional growth tend to have a higher commitment to the organization. Furthermore, Supriyanto and Ekowati (2020) stated that career development is a long-term investment in improving employee competitiveness, which ultimately has a positive impact on the achievement of company goals.

In practical terms, effective career development not only improves technical and managerial abilities, but also encourages employees to be proactive in completing tasks, showing loyalty, and taking an active role in the work team.

The Effect of Rewards on Employee Performance

Rewards or awards have also been proven to have a positive and significant influence on employee performance. A fair, transparent, and performance-based reward system can encourage morale, increase job satisfaction, and strengthen the mutual relationship between the company and employees. Rewards can be financial such as salaries, bonuses, and incentives, or non-financial ones such as awards, recognition, and promotional opportunities.

These findings support Herzberg's theory in *the Two-Factor Theory*, which states that rewards are included in external factors (hygiene factors) that greatly affect job satisfaction and motivation. Employees who feel valued for their contributions will have a stronger intrinsic motivation to maintain and even improve their performance.

Pramudyo's research (2018) also confirms that well-managed rewards are able to increase productivity and reduce employee turnover rates. Thus, the implementation of a reward system that is right on target is a very important managerial strategy in managing superior human resources.

The Effect of Work Discipline on Employee Performance

Work discipline is a fundamental element in effective workforce management. The results of this study prove that work discipline has a significant influence on employee performance. Employees who have a high level of discipline tend to be more consistent in completing work, obey company regulations, and show high responsibility for their duties.

According to Hasibuan (2016), good work discipline reflects the maturity and professionalism of an employee, which is a prerequisite for the achievement of optimal performance. Discipline is a form of internalization of work values and culture that encourages employees to act ethically, efficiently, and productively.

Research by Lubis and Sihombing (2021) also supports this finding, where discipline applied consistently in the organization contributes to operational efficiency and the achievement of company targets. Therefore, companies need to enforce the rules strictly but fairly, accompanied by a system of continuous control and coaching.

The Simultaneous Influence of Career Development, Rewards, and Work Discipline on Employee Performance

Simultaneously, the three independent variables, namely career development, rewards, and work discipline, make a significant contribution to improving employee performance. This is reflected in the value of the determination coefficient (R^2) which shows that most of the variation in employee performance can be explained by these three variables together.

The synergy between career development, rewarding, and work discipline creates a work environment that supports employee productivity and well-being. This combination forms the foundation of a comprehensive human resource management system: career development provides long-term direction and goals, rewards maintain short-term motivation, and discipline becomes behavioral control that maintains the quality and consistency of work output.

These findings provide important implications for companies, that efforts to improve employee performance must be carried out in an integrated and sustainable manner through the integration of career development strategies, fair reward systems, and consistent enforcement of discipline. These three elements cannot stand alone, but complement each other in building a productive, competitive, and results-oriented work culture.

Conclusion

The results of multiple linear regression analysis show that partial or simultaneous career development, rewards, and work discipline have a positive and significant effect on employee performance. This confirms that employee performance will improve if the company consistently pays attention to career development, provides fair rewards, and implements work discipline effectively.

Career development increases employee motivation and loyalty through training, promotion, and competency development. The right rewards, both financial and non-financial, encourage work morale and satisfaction. Work discipline reflects responsibility and work ethic, so it has a direct impact on the achievement of targets and work efficiency.

This research emphasizes the importance of synergy between HR policies and managerial strategies to improve performance. However, the limitations of this study lie in its scope which includes only one company and a quantitative approach that has not yet explored contextual aspects in depth. Its practical implications are useful in HR policymaking, while theoretically supporting the concepts of Robbins, Herzberg, and Hasibuan. Follow-up research is recommended using a qualitative or comparative approach across organizations for more comprehensive outcomes.

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