The effect of work discipline, achievement motivation and career path toward employee performance of The National Resilience Institute of The Republic of Indonesia

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ABSTRACT

Basically optimal organizational performance is the hope of the National Resilience Institution of the Indonesian Republic as a non-ministerial government institution under and responsible for the president. Based on primary and secondary data can be focused three dominant factors that influence employee performance of the National Resilience Institution of the Indonesian Republic is: work discipline (X1), motivation (X2) and career path (X3). Research design use quantitative methods. Population amounted to 610 with sample size using Slovin's formula counted 242 respondents. Primary data sourced from the distribution of questionnaires to employees of the National Resilience Institution of the Indonesian Republic and secondary data sourced from literature studies through various books, journals, and articles. Data analysis uses multiple regression analysis. The results found concluded that the work discipline (X1), achievement motivation (X2) and career path (X3) partially and simultaneously significant effect on employee performance of the National Resilience Institution of the Indonesian Republic. Thus, it is expected the management can pay attention to these three factors in an effort to improve employee performance.

Keywords: Work Discipline, Achievement Motivation, Career Path, Employee Performance

1. INTRODUCTION

Increasing or decreasing the performance of members of the organization as a result of individual employee conditions in turn is directly related to the performance of the organization. Basically optimal organizational performance is a hope to the National Resilience Institute of the Republic of Indonesia as a non-ministerial government agency under and responsible for the President. Non-optimal employee performance in the National Resilience Institute of the Republic of Indonesia is influenced by extrinsic and intrinsic factors. Intrinsic factors are factors that arising from individual internal factors as work discipline, motivation, commitment and employee competence, and extrinsic factors are factors that arising from external factors as work environment, career path, work culture, and leadership style. Based on the result of pre-research concluded there are 3 factors that considered having a significant effect on the employee performance that is (1) Work Discipline, (2) Achievement Motivation, (3) Career path. The Employees discipline of the National Resilience Institute of the Republic of Indonesia has not been optimal because not all employees can cooperate and behave in a compliant and consistent manner. Work motivation of the employees of the National Resilience Institute of the Republic of Indonesia still needs to be improved. The observation shows that the unclear career path in the National Resilience Institute of the Republic of Indonesia due to the filling of career positions may come from the Indonesian National Army, the Indonesian National Police as well as the Civil Servants. Therefore, the less obvious career path is a factor that can affect the employee performance of the National Resilience Institute of the Republic of Indonesia. Based on the above explanation, it is necessary to study more deeply about the effect of work discipline, motivation and career path on employee performance in the National Resilience Institute of the Republic of Indonesia.

2. THEORETICAL REVIEW

2.1. Work Discipline
Mathis and Jackson (2002:314) explains that discipline is a form of training that enforces organizational rules. According to Robbins (1996:65) work discipline can be interpreted as a voluntary attitude and behavior with full

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awareness and willingness to follow the rules set by the company both written and unwritten. Furthermore, according to Davis (1985:366) work discipline is the implementation of management to strengthen organizational guidelines. Discipline is the sixth operative function of the most important Human Resource Management because the better the discipline of the employee, the higher the work achievement that can be achieved. Without good employee discipline, it is difficult for a organization to achieve optimal results.

2.2. Motivation
Robbin (2002:55) states that motivation is the desire to do as a willingness to issue high levels of effort for organizational goals, conditioned by the ability of that effort to meet an individual's needs. Gibson (2013:165) states that motivation is the power that drives an employee who raises and directs behavior. Daft (2010:373) defines motivation as a power that arises from within or from outside of one's self and arouse the spirit and persistence to achieve something desired.

2.3. Careeer Path
Tan (2008:2) states that career path concerns a planned and organized formal effort to achieve a balance between an individual's career needs with workforce requirements within an organization. In fulfilling their physiological needs in this case the need for development and self-actualization, employees also have a desire to increase their potential and develop their abilities within the organization (Liu, 2004:19). Related to this Liu (2004:20) states that, the company can facilitate the establishment of organizational support by providing development opportunities to meet the needs of personal development of employees.

2.4. Employee Performance
According to Colquitt, et al (2009:37)"Job performance is formally defined as the value of the set of employee behaviors that contribute, either positively or negatively to organizational goal accomplishment". According to Dessler (2008:322) states that performance management is the process of consolidating goal setting, assessment and performance development into a single shared system, which aims to ensure employee performance supports the company's strategic objectives. Then Robbins (1996:110) defines performance directly affect Level of employee performance and satisfaction through the suitability of work ability.
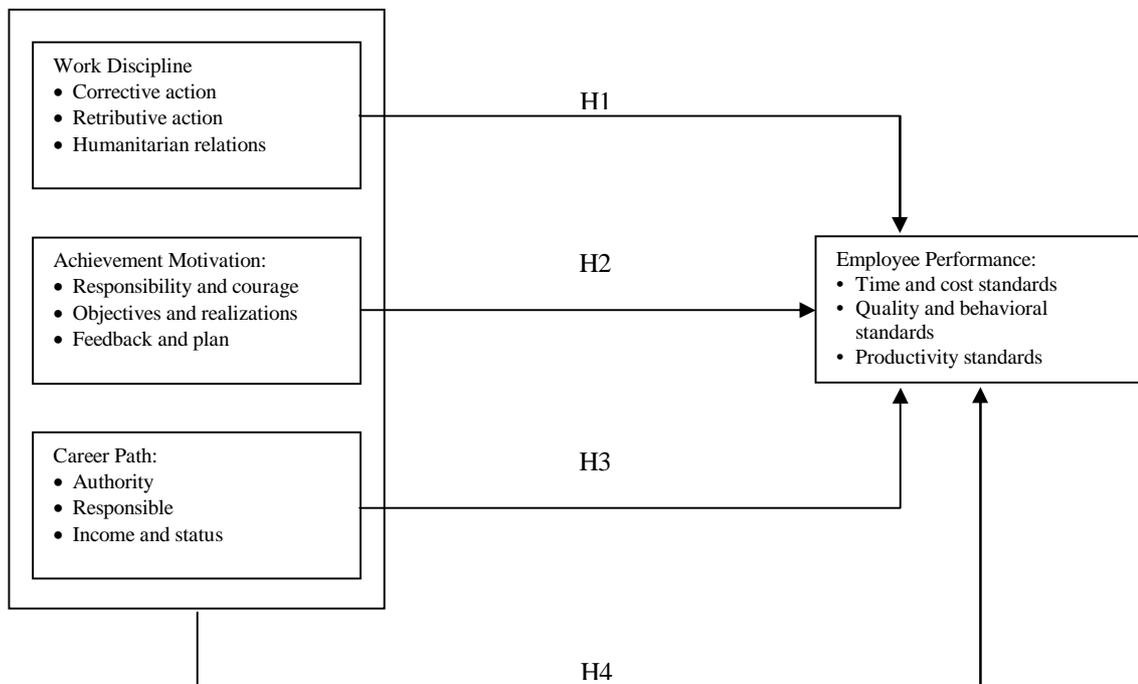
3. RESEARCH METHOD

3.1. Operational Conceptual Model

Figure 1. Research Model

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3.2. Hypothesis

The research hypothesis is as follows:

H1: There is significance influence of work discipline towards the employee performance of the National Resilience Institution of the Indonesian Republic.

H2: There is significance influence of achievement motivation towards the employee performance of the National Resilience Institution of the Indonesian Republic.

H3: There is significance influence of career path towards the employee performance of the National Resilience Institution of the Indonesian Republic..

H4: There is significance influence of work discipline, achievement motivation, career path simultaneously towards the employee performance of the National Resilience Institution of the Indonesian Republic.

3.3. Research Method

The type of research is descriptive to explain the influence/relationship between models. The population was 610 and the size of the sample used Slovin formula of 242 respondents. Primary data sourced from questionnaires distributed directly to employees of the National Resilience Institution of the Indonesian Republic and secondary data sourced from literature study through various books, journals, and related articles. Data processing using multiple regression. Based on Instrument test used validity and reliability test, it can conclused that all item questionnaires are valid and reliable. Hypothesis test (F-test and t-test) is conducted after successfully through classical assumption test that is multicollinearity, heterokedastisitas, normality and autocorrelation. The analysis method uses multiple linear analysis. The calculation of correlation coefficient and testing technique is conducted with the help of computer through SPSS 20 application program.

3.4. Variable Operational Research

Table 1. Variable Operational Research

Variable Definition	Sub Variable / Dimension	Indicator	Question Number
Work Discipline (X_1) A form of training that enforces organizational rules.	1. Corrective action	1. The purpose (occupation) charged should be in accordance with the ability of employees.	1
		2. Leaders become role models and role models by their subordinates.	2
		3. Replies provide satisfaction and love of employees to the company.	3
		4. Good justice will create good discipline too.	4
	2. Retributive Actions	5. Getting training, guidance, direction, direction, and supervision from superiors.	5
		6. Obtain supervision from superiors.	6
		7. Penalties are increasingly severe penalties	7
		8. Leaders must be brave and firm.	8
	3. Humanitarian Relations	9. A harmonious relationship among all employees	9
		10. A harmonious relationship between superiors	10
Achievement Motivation (X_2) The desire to do as a willingness to issue high levels of effort for organizational goals, conditioned by the ability of that effort to meet an individual needs.	1. Responsibility and Courage	1. High level of employee responsibility	11
		2. Personal liability.	12
		3. Courage employees in taking and taking risks	13
		4. Dare to take risks	14
	2. Objectives and Realizations	5. Employees have realistic goals	15
		6. Employees have a comprehensive work plan and strive to realize the goal	16
		7. Implement work plan	17
	3. Feedback and Plan	8. Employees make use of concrete feedback in all activities undertaken	18
		9. Utilize feedback	19
		10. Employee opportunity to realize the plan that has been programmed	20
Career Path (X_3) A planned and organized formal effort to achieve a balance between an individual's career needs with workforce requirements within an organization .	1. Authority	1. Level of authority given to employees	21
		2. Additional authority	22
	2. Responsible	3. The amount of responsibility the employee has	23
		4. Successfully perform the task	24
	3. Income and Status	5. The high income that suits the work that is burdened.	25
		6. Earnings are appropriate	26
		7. Personal status increases	27
		8. Peer view colleagues	28
		9. Authority and responsibility	29
		10. Ideal conditions expected	30

Variable Definition	Sub Variable / Dimension	Indicator	Question Number
Employee Performance (Y) Job performance is formally defined as the value of the set of employee behaviors that contribute, either positively or negatively, to organizational goal accomplishment.	1. Time and cost standard. 2. Quality and behavior standard. 3. Productivity standards	1. The length of time given to complete the task 2. Completed the task on time 3. Standards based on costs incurred 4. Effortlessly 5. Standards based on the level of perfection desired 6. Doing the job thoroughly 7. Form of desired behavior from work within an organization 8. Skilled at doing the job 9. The number of products or services that must be generated within a certain timeframe 10. Follow the procedure	31 32 33 34 35 36 37 38 39 40

Source: Internal research (2017)

4. RESULTS OF THE STUDY

4.1 Characteristics of Respondents

The result of characteristic answer of respondents shows that male respondents are 181 (74.8%) and women are 61 respondents (25.2%). Furthermore, respondents who come from elements of Civil Servants as many as 143 respondents (59%), ArmyNasional Indonesia as many as 84 respondents (35%) and the Police of the Republic of Indonesia as many as 15 respondents (6%). Based on age categories, it is known that respondents are aged more than 40 years old as many as 185 respondents (76.4%), respondents aged over 30 to 40 years are 42 respondents (17.4%) and the remaining 15 respondents (6.2%) are under the age from 30 years. Based on education level category, it is known that Senior High School educated respondents were 89 respondents (36.8%), followed by Graduate respondents 63 respondents (26%) and under graduate 61 respondents (25.2%), responder 17 Diploma (7%), and the rest 7 respondents (2.9%) said that they have Junior high school education, and respondents with post graduate education are 5 respondents (2.1%).

4.2 Analysis Data

4.2.1. Descriptive Analysis

Instrument test used validity and reliability test. Validity test is conducted by using Product Moment Pearson method by comparing the value of r count and r table. Based on the results of validity testing, noted that all indicators of each variable has a value of r count greater than r table, so that all indicators are valid data. In addition, reliability test results show that all variables are reliable, this is because each has a value of cronbach's alpha > 0.60.

The results of the classical assumption test, showed that the normality test is met because the significant value obtained greater than 0.05 means that the data has been distributed normally. The result of multicolinearity test showed that between work discipline, motivation and career path variable were not correlated or multicollinearity was not applied in the regression model because it obtained VIF value < 10 and Tolerance > 0.1. The result of heteroscedasticity test shows that the three variables are free from heteroskedasititas problem because in the independent variable that is work discipline, work motivation, and career level has significant value > 0,05. Meanwhile, the autocorrelation test showed that the observational data in this study did not have autocorrelation.

4.2.2. Regression Analysis

Multiple regression tests are presented in Table 2 below.

Table 2. Results Multiple Regression Test
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,626	1,812		,897	,371
	Work Discipline (WD)	,204	,037	,245	5,484	,000
	Achievement Motivation (AM)	,446	,055	,398	8,072	,000
	Career Path (CP)	,334	,044	,347	7,594	,000

a. Dependent Variable: Employee Performance
Source: SPSS program result (2017).

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Based on the above test results, it can be made regression equation as follows:

Employee Performance = 1,626 + 0,204WD + 0,446AM + 0,334CP + e

The result of the regression equation on the significance of the coefficient and the interpretation of the regression equation is as follows:

- Constant value (a) = 1.626; Which states that if the existence of work discipline, achievement motivation and career path is 0, then the employee performance will be as much as 1.626.
- The first regression coefficient (b1) = 0.204; Which means that if there is an increase in the variable work discipline of the one unit, then the performance of employees of the National Resilience Institution of the Indonesian Republic will increase by 0.204.
- The second regression coefficient (b2) = 0.446; Which means that if there is an increase in the variable achievement motivation of the one unit, then the performance of employees of the National Resilience Institution of the Indonesian Republic will increase by 0.446.
- The third regression coefficient (b3) = 0.334; Which means that if there is an increase in career path variable of the one unit, then the performance of employees of the the National Resilience Institution of the Indonesian Republic will increase by 0.334.

4.3. Hypothesis Testing

4.3.1. Partial Hypothesis Test (t-test)

Basic decision-making based on the value of significance, if the significant value is smaller than the error rate of 5% (sig. < 0.05) then Ho is rejected. The test results are summarized in Table 3 below.

Table 3. Partial Hypothesis Test Result (t-test)
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,626	1,812		,897	,371
	Work Discipline	,204	,037	,245	5,484	,000
	Achievement Motivation	,446	,055	,398	8,072	,000
	Career Path	,334	,044	,347	7,594	,000

a. Dependent Variable: Employee Performance
Source: SPSS program result (2017).

Based on Table 3 can be explained about the results of the t-test hypothesis as follows:

First Hypothesis: Work discipline influence towards the employee performance
Ho =   There is no significance influence of work discipline towards the employee performance
Ha =   There is significance influence of work discipline towards the employee performance

From the Table 3, it demonstrates the work discipline towards the employee performance is significant; the p-value (Sig.) is 0.000, less than 0.05 significant levels. In other words, the work discipline had a significant positive influence on employee performance of the National Resilience Institution of the Indonesian Republic.

Second Hypothesis: Achievement motivation influence towards the employee performance
Ho =   There is no significance influence of achievement motivation towards the employee performance
Ha =   There is significance influence of achievement motivation towards the employee performance

From the Table 3, it demonstrates the achievement motivation towards the employee performance is significant; the p-value (Sig.) is 0.000, less than 0.05 significant levels. In other words, the achievement motivation had a significant positive influence on employee performance of the National Resilience Institution of the Indonesian Republic.

Third Hypothesis: Career path influence towards the employee performance
Ho =   There is no significance influence of career path towards the employee performance
Ha =   There is significance influence of career path towards the employee performance

From the Table 3, it demonstrates the career path towards the employee performance is significant; the p-value (Sig.) is 0.000, less than 0.05 significant levels. In other words, the career path had a significant positive influence on employee performance of the National Resilience Institution of the Indonesian Republic.

4.3.2. Hypothesis Testing Simultaneously (F-test)
Simultaneous test results or F-test is used to test whether simultaneously all independent variables influence on the dependent variable. Basic decision-making based on the value of significance, if the value of F-counting is greater than F-table or significantly smaller than the error rate of 5% (sig. < 0.05) then Ho is rejected.

The hypothesis is presented as follows

Ho = There is no significance influence of work discipline, achievement motivation, career path simultaneously towards the employee performance

Ha = There is significance influence of work discipline, achievement motivation, career path simultaneously towards the employee performance

The result of hypothesis testing with F-test can be seen in Table 4 below.

Table 4. Results of Simultaneous Hypothesis (F-test)
ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	4119,335	3	1373,112	172,738	,000[b]
1	Residual	1891,888	238	7,949		
	Total	6011,223	241			

a. Dependent Variable: employee performance
b. Predictors: (Constant): work discipline, achievement motivation, career path.
Source: SPSS program result (2017).

Based on Table 4 above, the result of simultaneous hypothesis test or F-test obtained a F-value of 172.738 and a significant value of 0.000 is less than 0.05. Thus, Ho is rejected and Ha accepted. This concludes that the variables of Work Discipline, Achievement Motivation, and Career Path simultaneously have a significant effect on Employee Performance.

4.3.3. Determination Coefficient Test
The test results of the coefficient of determination in this study can be seen in Table 5. below.

Table 5. Results of Coefficient of Determination
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,828[a]	,685	,681	2,81942

a. Predictors: (Constant), work discipline, achievement motivation, career path
Source: SPSS program result (2017).

Based on the results of determination coefficient test obtained Adjusted R-Square value of 0.681 or equal to 68.1%. This means that Work Discipline, Job Motivation, and Career Path simultaneously have effect contribution of 68.1% on the employee performance of the National Resilience Institute of the Republic of Indonesia. While the remaining 31.9% influenced by other variables outside the research model.

5.THE DISCUSSION OF THE RESULT OF THE STUDY

Associated with the results of hypothesis testing, the following are described in sequence discussion

5.1. Work Discipline influence Employee Performance
The first hypothesis shows that the Work Discipline has a significant effect on Employee Performance in National Resilience Institute of the Republic of Indonesia. This means that if the employees discipline is good, it will improve employee performance. Results of the hypothesis support the study of Matsoga (2003) which states that work discipline will affect the performance of employees. The same results were also found by Jac and Davidson (2001) that the discipline positively affects employee performance.

5.2. Achievement Motivation influence Employee Performance

The second hypothesis shows that Work Motivation has significant effect on Employee Performance in National Resilience Institute of the Republic of Indonesia. This means that if the employee's work motivation high, it will improve employee performance. Results of this hypothesis supports research conducted by Le Tran and Chiou-shu (2015), employee performance is influenced by motivation. Zameer et al. (2014) found that the role of work motivation is vital to improve employee performance.

5.3. Career Path influence Employee Performance

The third hypothesis shows that the career path has a significant effect on the Performance of Employees in the National Resilience Institute of the Republic of Indonesia. This means that if the career path is high, it will improve employee performance. The results of this hypothesis support the research of Hameed and Waheed (2011) states that the development of employees significant affect on the organization performance. Patrick and Kumar (2011) proved in his research that career development have a positive and significant impact on employee performance.

6. CONCLUSION AND SUGGESTION

6.1. Conclusions

The conclusions of this study are:

1. Work Discipline has a significant effect on Employee Performance of National Resilience Institute of the Republic of Indonesia.
2. Achievement Motivation has a significant effect on Employee Performance of National Resilience Institute of the Republic of Indonesia.
3. Career Path has a significant effect on Employee Performance of National Resilience Institute of the Republic of Indonesia.
4. Work Discipline, Work Motivation and Career Path simultaneously have a significant effect on Employee Performance of National Resilience Institute of the Republic of Indonesia.

6.2. Suggestion

In this study the authors provide some recommendations to improve Employee Performance on the National Resilience Institute of the Republic of Indonesia.

1. The results of this study proves that the discipline of work, work motivation and career path have an influence on the performance of employees, it is expected the management can pay attention to these three factors in an effort to improve employee performance.
2. To improve the discipline of work, it is expected to the management to continue to pay attention to the actions that may affect employee discipline such as corrective action, retributive, and humanitarian relations.
3. To improve work motivation, it is suggested to the management to provide motivation to employees through the level of responsibility and courage in taking risks.
4. Career level proved to affect the performance of employees, it is expected to the management to pay attention to the income and needs of employees by providing a raise from time to time.
5. For the next party, it is advisable to involve other variables in the model as factors affecting employee performance. In addition, it is expected to expand the research sample by involving several similar companies so that the results of the study are expected to be more accurate.

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