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Career Development and Discipline as Key Drivers of Employee Performance: Insights from a Banking Firm in Bandung

Abstract

This study addresses the critical issue of employee performance at a prominent bank in Bandung. Employee performance directly impacts organizational success, yet many financial institutions struggle with engagement and productivity levels. Using a survey approach, this research gathers data from employees to explore the relationships between career development, discipline, and performance outcomes. The analysis employs path analysis to identify direct and indirect effects among the variables. The findings reveal that both career development and discipline significantly influence employee performance, with career development emerging as a key motivator that enhances engagement. This research contributes novel insights by highlighting how these factors interconnect within the banking sector, emphasizing the importance of a structured approach to employee growth and compliance. The implications suggest that banks should focus on fostering career development and maintaining a disciplined work environment to drive higher employee performance, ultimately improving the bank's overall effectiveness and competitive edge in the industry.

Keywords: *Career Development, Discipline, Performance Outcomes.*

Introduction

Companies represent formal organizations comprised of individuals working collaboratively to achieve set objectives. In today's era of globalization, characterized by rapid changes, organizations must adapt across all aspects of their operations. Human resources play a crucial role as one of the most vital assets for companies striving to sustain their goals, as they are the key to a company's success and integral to every organizational activity (Negt & Haunschild, 2025; Qamar, Afshan, & Rana, 2023). Without effective human resource management, achieving the intended objectives becomes exceedingly challenging.

The advancement of technology demands that human resources possess high levels of competence, motivation, and discipline to effectively perform their roles, both individually and organizationally, in achieving the success of company activities. Humans play a crucial and dominant role in every organizational function, acting as planners, implementers, managers, and drivers to realize the organization's goals (Tsiskaridze, Reinhold, & Jarvis, 2023; Gomes, Coelho, & Ribeiro, 2025). This active involvement is essential for adapting to the ever-evolving technological landscape and ensuring organizational effectiveness.

Performance represents the actual behavior demonstrated by each individual as the achievements produced by employees according to their roles within the company. The attainment of organizational goals does not solely depend on how advanced the equipment owned by the company is; productivity will not reach the expected levels if that equipment is not operated effectively and efficiently by the organization's human resources. Sustained and improved performance will have a positive impact on the relevant organization or business institution.

Work assessment instruments can be used for performance reviews, performance rankings, performance evaluations, employee assessments, and overall employee evaluation. It is crucial for companies to manage, organize, and utilize their human resources effectively. As the driving force behind an organization's goals, efforts to encourage employees to work better must be consistently pursued.

With engaged employees, organizations can expect strong performance outcomes as employees fulfill their responsibilities effectively. One sector that focuses on enhancing human resource productivity through continuous innovation for effectiveness and efficiency is the banking sector.

This research investigates the impact of career development and discipline on employee performance within a bank in Bandung. The study begins by identifying employee performance as a crucial factor for the success of financial institutions. Many banks face challenges related to engagement and productivity, prompting the need for a deeper understanding of the underlying influences.

Research Method

Using a survey approach, the research collects data from 40 employees to examine how career development initiatives contribute to performance enhancement. The analysis employs path analysis to explore the relationships between career development, work discipline, and performance outcomes. This research employs a survey methodology focused on 40 employees working at a banking institution. The study specifically examines three key variables: career development, discipline, and employee performance. By gathering data directly from employees, the research aims to evaluate

how these factors influence one another and contribute to overall performance in the banking sector.

To ensure the quality of the data collected, the study conducts validity and reliability tests. Validity tests assess whether the survey items accurately measure the intended constructs, while reliability tests confirm the consistency of the responses over time. These quality checks are essential for establishing the credibility of the findings. For data analysis, the research utilizes path analysis, which allows for an exploration of the direct and indirect relationships among the variables.

Results and Discussion

The characteristics of the respondents based on gender reveal that there are 9 males (22.5%) and 31 females (77.5%). In terms of age, 3 respondents fall within the 17–20 age range (7.5%), while 28 respondents are aged 20-25 (70%), and 9 respondents are between 25-28 years old (22.5%). Regarding education level, 9 respondents have completed high school/vocational school (22.5%), 4 hold an associate degree (10%), and 27 have a bachelor's degree (67.5%). Among the respondents, the largest group has worked for three years, totaling 18 individuals (45%), followed by 14 respondents (35%) with one year of experience, and 8 respondents (25%) with two years of experience.

Based on Table 1, the validity and reliability tests for the questionnaire items show strong results for each variable. The validity index for the Career Development variable ranges from 0.407 to 0.771, indicating that all items are valid measures of the concept. A higher validity index suggests that the items effectively capture the underlying construct of career development.

Table 1. Validity and Reliability Test

NO ITEMS	Score		
	Career Development	Discipline	Performance
1	0.411	0.410	0.505
2	0.410	0.599	0.444
3	0.626	0.712	0.737
4	0.665	0.478	0.678
5	0.757	0.452	0.573
6	0.771	0.628	0.667
7	0.757	0.479	0.554
8	0.687	0.476	0.497
9	0.407	0.704	0. 615
10	0.581	0.674	0. 605
11	0.532	0.651	0. 622
12	0.557	0. 594	0.569
13	0.600	0.677	0.642
14	0.608	0.740	0.690
15	0.452	0.559	0.643
Reliability score	0,864	0.865	0.872

For the Work Discipline variable, the validity index falls between 0.410 and 0.740, which similarly demonstrates that the items used in this section are valid. Both variables exhibit solid reliability scores as well, with Career Development having a reliability coefficient of 0.864 and Work Discipline at 0.865. These values reflect high internal consistency, suggesting that the items in both scales produce reliable results.

Lastly, the Employee Performance variable presents a validity index ranging from 0.444 to 0.737, with a reliability score of 0.872. This indicates that the questionnaires effectively assess employee performance and maintain excellent consistency across items. Overall, the favorable validity and reliability scores for all variables ensure that the data collected from the survey reflect meaningful and accurate measures for the research study.

Tabel 2 Analysis of The Results of The Path Analysis Calculation Matrix.

Variables	**Direct**	**Indirect**		**Total**
		Career Development	Discipline	
Career Development	6%		5,8%	11,8%
Discipline	46,2%	5,8%		52%
Total	52,2%	5,8%	5,8%	64%

The path analysis results provide a clear understanding of the relationships among the variables of Career Development and Discipline. The direct effect of Career Development on Discipline is recorded at 6%. Additionally, the indirect impact of Career

Development on Discipline is noted as 5.8%, resulting in a total effect of 11.8%.

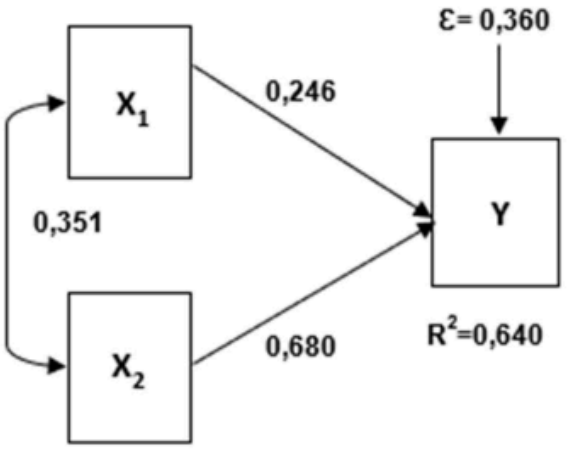

Figure 1. Path Diagram

Figure 1 shows discipline variable more substantial direct effect of 46.2% on the outcome variables, with the same indirect contribution of 5.8% reflected in Career Development. This results in a total effect of 52% for Discipline.

The combined results indicate that the total direct effects amount to 52.2%, while the indirect influence contributes 5.8%, leading to a total effect of 64% as show at table 1. This analysis underscores the significance of both variables in influencing overall productivity and suggests that enhancing discipline can significantly impact performance outcomes.

The findings of this research illustrate that career development and discipline significantly drive employee performance. Farizqy and Saluy (2024) emphasize that effective career development initiatives motivate employees, leading to enhanced engagement and, ultimately, improved performance. When organizations invest in the growth and advancement of their workforce, employees feel more valued and are likely to make greater contributions to their roles.

Forward-thinking companies no longer view employee growth as an optional perk; they treat it as a strategic necessity. Hosen et al. (2024) demonstrate that structural training and career development pathways serve as direct predictors of high work performance. When employees see a clear, actionable trajectory for their future within a company, their daily output reflects that future security. This principle holds true across diverse sectors, from corporate offices to academic institutions.

For instance, Keltu (2024) highlights that robust human resource development practices significantly elevate the performance of academic staff. This growth mindset acts as a catalyst; investing in an employee's skills naturally nurtures their job satisfaction, which subsequently translates into higher-quality output and greater dedication to the institution's mission.

Even within specialized environments like family businesses, active career planning remains vital. Núñez-Cacho Utrilla et al. (2023) emphasize that advancing employee development is a crucial lever for boosting performance and ensuring long-term sustainability. By formalizing growth opportunities, businesses successfully transition from informal operations to high-performing, competitive enterprises. While developmental opportunities provide the motivation to grow, professional discipline and internal commitment keep employees grounded and focused on quality execution. Discipline in the modern workplace manifests not as rigid surveillance, but as deep emotional and psychological alignment with organizational goals.

Sidharta (2023) connects this internal discipline to affective commitment—the emotional bond an employee shares with their workplace. Highly disciplined and emotionally invested employees naturally display greater engagement and creativity. This internal

drive directly improves both basic task execution and the overall quality of the performance, ensuring that standards never drop. Furthermore, true discipline requires a high degree of personal adaptability. Sidharta (2024) explores how resilience skills function as a core competence that shapes contextual performance. When facing setbacks or organizational changes, resilient and disciplined employees maintain their performance levels. They do not just execute their explicit job descriptions; they actively support the broader organizational ecosystem, helping peers and adapting fluidly to challenges.

Moreover, Susanto et al. (2023) analyze the factors influencing employee performance and job satisfaction, highlighting that a clear career path fosters motivation and engagement, particularly in the transportation and logistics industry. This connection underscores the importance of maintaining discipline within the work environment, as disciplined employees are more likely to adhere to established processes and perform consistently at higher levels. Additionally, Shi et al. (2022) explore the role of benevolent leadership and its impact on task performance, noting that supportive leadership further enhances the effects of personal initiative and engagement. The studies provide strong evidence that combining career development with disciplined practices creates a foundation for high employee performance, benefiting both individuals and organizations.

Conclusion

In conclusion, this research demonstrates that career development and discipline are critical drivers of employee performance, particularly in the banking sector. The findings indicate that when organizations prioritize career development initiatives and maintain

a disciplined work environment, they can significantly enhance employee engagement and overall performance. The implications of this research for the banking sector are significant. By recognizing the vital role of career development and discipline in enhancing employee performance, banking institutions can implement targeted strategies that foster a more engaged and productive workforce. Investment in employee training and development programs will not only boost morale but also improve retention rates, reducing turnover costs and ensuring a more experienced staff.

However, this study has limitations, as it relies on a survey approach focused solely on employees within the banking industry. This narrow scope may limit the generalizability of the findings to other sectors or industries. Future research should consider expanding the sample to include employees from diverse industries, allowing for a more comprehensive understanding of how career development and discipline influence employee performance across various contexts. Additionally, employing mixed-methods research could provide deeper insights into the qualitative aspects of employee experiences regarding career growth and workplace discipline.

References

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