

THE EFFECT OF CAREER DEVELOPMENT AND EMPLOYEE DISCIPLINE ON EMPLOYEE PERFORMANCE IN THE COVID-19 PANDEMIC PERIOD AT THE SOUTH CIMAHI DISTRICT, CIMAHI CITY

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Abstract. *This research explains the effect of career development variables and employee discipline on employee performance. In this research, the Explonatory Research method was used by using a questionnaire as a data collection tool which was distributed to 75 employees at the South Cimahi sub-district office, Cimahi City. Data analysis in this research used descriptive analysis and multiple linear regression analysis. The results of multiple linear regression analysis show that simultaneously and partially career development variables, work discipline have a significant influence on employee performance. This is indicated by the simultaneous test results obtained a significant value of F of 0.000 which is smaller than of 0.05 ($0.000 < 0.05$). The significance value is below 5%, resulting in a decision H_1 , accepted and H_0 rejected. The results of the partial test for career development obtained a significance value of t of 0.001 which is smaller than of 0.05 ($0.000 < 0.05$) and the highest B coefficient of 0.346. The results of the partial test of the work discipline variable have the greatest t significance of 0.031. The results of the partial test of employee performance variables have the smallest t significance of 0.000.*

Keywords: *Career development, work discipline, employee performance.*

1. INTRODUCTION

Economic development during the COVID-19 pandemic cannot be separated from the growth of companies and industries that do not contribute to regional economic growth, including through the absorption of employees. However, given the increasing complexity of current conditions, many problems arise as a result of the development of science and information technology, as well as the increasingly transparent state of society. Basically, in the context of increasing human resources as an effort to improve the quality of the production of goods and services in order to be able to compete in both regional and international markets, of course the government as a policy regulator in the field of manpower.

The fast-spreading COVID-19 virus pandemic has forced many people to end up working outside the office, stay at home or *Work From Home* (WFH), to avoid further spreading the virus. Likewise, this provision also applies to employees who work in government agencies, namely the State Civil Apparatus (abbreviated as ASN). In line with the policies set by the government, through the Ministry of State Apparatus Empowerment and Bureaucratic Reform (PAN-RB Ministry), there are several new policies that burden ASN and PNS. Among of them :

1. Civil Servants Work from Home; 2. Civil servants are prohibited from taking leave; 3. ASN is prohibited from going home; 4. ASN salaries are threatened with cuts

Regarding the causes and effects caused by government policies during the Covid-19 pandemic on the performance of public sector workers, the discussion is explained as follows.

Government policies that implement Work From Home for ASN, of course, have a number of basic considerations and references in making policy decisions. However, there are many factors that hinder the performance of ASN in this work method.

Apart from internal factors, external factors are also suspected to be an obstacle to the performance of ASN. The absence or incompleteness of facilities and infrastructure at home to support their work is an obstacle to their performance in serving the public well. The level of conduciveness to working at home is also an element that determines the effectiveness of ASN work. Houses or boarding houses which are actually used for resting and family gatherings suddenly become 'land' for ASN to work, of course not all of them have a place to live that is conducive to work, disturbances from other family members such as husband, wife, Parents, Children, Neighbors etc. determine the effectiveness of the work of ASN.

Work From Home is not a vacation for ASN, although they don't have to go to the office to work and just work from home, but there are many restrictions set by policy makers that ASN inevitably have to obey. Very heavy administrative sanctions await for ASN who violate the restrictions / prohibitions that have been set. Moreover, these prohibitions and restrictions offend the culture and daily behavior of ASN who are also part of Indonesian society itself.

Government policy is also the most important aspect in determining the effectiveness of the work of ASN. Choosing the right policy during an emergency situation like this will be the main key in the effectiveness of public services as well as handling the COVID-19 pandemic or outbreak in Indonesia. The discourse of cutting salaries and holiday allowances (THR) in the province of West Java is arguably a boomerang for the provincial government of West Java (Pemprov Jabar) because in addition to lowering work morale and work effectiveness, it is also a legally flawed policy.

Based on the results of the pre survet and data, an interview with one of the employees of the South Cimahi District on June 3, 2021, he stated that the employee's performance was not optimal due to the lack of employee motivation to develop and the lack of employee discipline in obeying the regulations. To achieve these goals, it is necessary to be supported by human resources who have high performance, but at this time, the performance of the employees of South Cimahi District cannot be said to be optimal. Indications of the non-optimal performance of employees can be seen from the achievement report data in the following table:

Table.1

Data on Main Performance Achievements at the South of Cimahi District, Cimahi City
2019 and 2020

No	Key Performance Indicators	2019	2020	Remarks
1.	Satisfaction Index Community (SMI)	75%	70%	Decrease/less good
2.	Percentage of complaints administrative services followed up.	100%	100%	Good
3.	Percentage time administrative services proper residence time	80 %	75%	Decrease/less
4.	Percentage time administrative services general on time	80%	74%	Decrease/less
5.	Village Percentage that meets the standard good criteria	75%	80%	Improve/good
6.	Percentage of RW	50%	60%	Improve/good
7.	Percentage of institutions active community	75%	80%	Improve/good

The research problems that can be identify are as follows :

1. Lack of ability of employees in mastering their fields and duties each. This can be seen from the errors in print the document.
2. There are still delays in submitting monthly reports.
3. The desire of employees to develop is felt to be lacking.
4. There are still employees who come and go from work not on time.

5. Fluctuating levels of attendance and absenteeism of sub-district employees. This can be seen from the number of absences from work due to illness, reasons for permission, taking time off and without information.

2. LITERATURE REVIEW.

2.1. Career development

Career development is a process of increasing individual work abilities that are achieved in order to achieve the desired career Sudiro (2011). Meanwhile, according to Martoyo (2007) career development is a condition that shows an increase in a person's status in an organization in the career path that has been determined in the organization concerned.

2.2. Employee work discipline

According to Handoko (in Sinambela (2016) Discipline is the willingness of someone who arises with his own awareness to follow the rules that apply in the organization. Discipline is an attitude of respect that exists in employees, which allows them to adjust voluntarily to comply with company regulations and provisions Sutrisno (2009). According to Ardana, Mujiati and Utama (2012) work discipline is an attitude of respect, respect, obedience, and obedience to applicable regulations, both written and unwritten and able to run them and do not avoid receiving sanctions. According to Sutrisno (2009) in applying work discipline the company must make regulations that are clear, easy to understand and fair, which apply to both the highest leadership and the lowest employees. According to Siswanto (in Sinambela (2016) indicators of work discipline are: 1) Attendance Frequency. 2) The level of vigilance. 3) Adherence to work standards.

2.3. Employee Performance.

Employee Performance refers to the level of task achievement based on the work that has been completed by employees (Simamora ,2004). According to Rivai (2004) performance is a real action shown by each employee as the achievement of the work they do. Based on their respective roles in the company. and according to Mangkunegara (2005) performance is the result of real work or work performance both in terms of quality and quantity that can be achieved by employees in units of time periods in carrying out their duties in accordance with their responsibilities. Meanwhile, Yuniarsih and Suwatno (2008) argue that performance is a real achievement shown by someone in the organization after the task and role can be completed. Performance shows how an employee is able to complete a job. So it can be concluded that performance is the result of a person's work in completing the tasks assigned to him according to their respective roles in the company organization.

Yuniarsih and Suwatno (2008) suggest that there are five operational aspects that encourage the growth of productive performance, namely: organizational culture, design, organizational leadership, environmental conditions, and quality management. According to Timpe in Mangkunegara (2005) suggests that performance can be influenced by internal factors and external factors. Internal factors are factors related to a person's characteristics, for example someone has a good performance because he is a hard worker type and has high abilities. External factors are factors that can affect a person's performance caused by the conditions of the work environment, such as how the attitudes, behavior and actions shown by subordinates, fellow co-workers and leaders, as well as work facilities and organizational conditions.

Yuniarsih and Suwatno (2008) suggest that there are three factors that cause an employee to have low or unsatisfactory performance, namely: underprivileged, lack of effort, and unfavorable conditions. According to Davis in Mangkunegara (2007) the factors that can affect a person's performance can be formulated as follows:

a. Ability factor. The ability of an employee consists of potential abilities (IQ) and real abilities (knowledge + skills). That is, an employee who has an IQ above the average followed by sufficient education to support his position and has the ability to complete the job, will be able to achieve the desired performance.

b. Motivation factor. Indirectly, motivation will be formed through the attitude of an employee when faced with a work situation. Motivation is a condition that is able to direct an employee in a directed manner to achieve organizational goals.

3. METHODS.

3.1. Research Design.

This research is a causal associative research with survey method. This study has three variables, namely the independent variable (Career development, work discipline) the dependent variable (employee performance). The subject of this research is At The South Cimahi District , Cimahi City. The object of this research is all employee of the government office of the South Cimahi District.

3.2. Data Types and Sources

Source of data used in this study is Field Research, research that is carried out directly by conducting a direct review at the South Cimahi District Office which is the object to obtain primary data. This primary data can be obtained through the following techniques:

1. Direct observation method (Observation).

Direct observation, namely data collection techniques by searching and collecting data

2. Interview Method (Interview)

Interviews, namely data collection techniques by conducting face-to-face directly with the parties concerned, namely by holding questions and answers in accordance with the data needed in solving the problems to be discussed.

3. Questionnaire

Questionnaire, which is a method of collecting data by dividing a list of questions to respondents so that the respondent provides answers.

4. Documents

Document is the process of collecting data by studying and analyzing documents, such as organizational structure, and documents related to employee performance at the South Cimahi District Office, Cimahi City.

3.3. Population, Sample and Sample Techniques

Population is a generalization area consisting of objects or subjects that have certain characteristics and have the same opportunity to be selected as members of the sample. So in this study, the population was all employees of the South Cimahi District Office as many as 75 people.

While the sample is part of the number and characteristics possessed by the population. If the population is large enough, it is impossible for researchers to study everything in the population. To determine the minimum sample required if the population size is known, the *Slovin formula* can be used as follows:

$$n = \frac{N}{1+Ne^2}$$

Where :

n : Sample Size

N : Population Size

e : Allowance for inaccuracy due to tolerable sampling error.

From the above formula, it can be seen the number of samples from a population of 90 people, namely:

$$n = \frac{90}{1+90(0,05)^2} ; n = \frac{90}{1+90(0,0025)} ; n = \frac{90}{1+0,1875} ; n = 75$$

3.4. Sample Technique

The sampling technique in this study used a purposive sampling method. The sample used h Demographic Characteristics the following criteria :

1. Gender: Male and Female ;
2. Age: 17 years old above;
3. Marital Status: Single and Married, Separated/Divorced ;
4. Educational Qualification: ;
5. Work Experience (Overall) ;
6. Management Level.

3.5. Data analysis technique.

Descriptive analysis method is an analysis method that is carried out by determining data, collecting data and interpreting data so that it can provide an overview of the problems faced. According to Umar (2011) that this descriptive analysis method aims to describe the nature of something that is ongoing at the time the research is conducted and examines the causes of a particular symptom.

1. Validity test

The validity test is to test the feasibility of a questionnaire that will be distributed to the respondents, then the tests are carried out namely the validity test and the reliability test. Therefore, the requirements for a good instrument are valid and reliable. As according to Suharsimi Arikunto (2008), explains that data validity is a measure that shows the levels of validity or validity of an instrument. The data validity test was conducted to see whether the instrument used measured what it was supposed to measure. Meanwhile, according to Sugiono, (2012), explains that for testing the validity of each item item analysis is used, which is to correlate the score of each item with the total score which is the sum of each item's score. Valid data can be seen if the correlation coefficient $r > 0.30$ then the data is said to be valid, whereas if $r < 0.30$ then the data is said to be invalid.

2. Reliability Test

The Reliability Test to test the reliability of a research instrument. According to Suharsimi Arikunto (2008), he explained that data reliability refers to an understanding that an instrument is reliable enough to be used as a data collection tool because the instrument is good. To test the level of reliability, we can use the Alpha Croanbach formula which is the most common statistic used to test the reliability of a research instrument. A research instrument is indicated to have an adequate level of reliability if the *Alpha Croanbach* coefficient is greater than or equal to 0.60.

3.6. Classic Assumption Testing Regression Mode

Normality test

The normality test aims to see whether the independent variables, namely career development (X1), work discipline (X2) are both normally distributed or not. To test the normality of the data, a normal probability plot is used, which is detection by looking at the spread of data (points) on the diagonal axis of the graph. The residual value with normal distribution is a bell-shaped curve with both sides widening to infinity. The distribution of the data is not normal, because there are extreme values in the data taken. One way to detect it is to use a standardized Residual Regression Histogram and use Chi Square (X2) and *kolmogorov-Smirnov analysis*. The standardized residual value curve is said to be normally distributed if: the value of the *Kolmogorov-Smirnov Z* $\leq Z$ table; or Asymp value.

Sig. (2-tailed) $> \alpha$

Multicollinearity Test

Multicollinearity test is a condition where one or more independent variables can be expressed as a linear contribution from other independent variables, to detect the presence of multicollinearity it is often seen in R2 which is high between (0.07 -1), but none or very few

partial regression coefficients are found. significant. Another way to detect multicollinearity is to look at the VIF (Variance Inflation Factor) and Tolerance (in SPSS data output). If the VIF value is around 1-10 and the Tolerance number is close to 1, it can be concluded that the regression model does not have a multicollinearity problem.

Heteroscedasticity Test

Heteroscedasticity test to test if there is an error or residual from the model that is constant from one other observation. This means that each observation has a different reliability due to changes in the underlying conditions that are not included in the model specification. Symptoms of heteroscedasticity are more often found in cross-placed data than in time series, and also often appear in analyzes using average data. There are several methods that can be used to test the presence or absence of heteroscedasticity. In this study, the graph method (Scatter) will be used. Symptoms of Heteroscedasticity will be shown by the regression coefficient of each independent variable to the absolute value of the residual (e), if the probability is greater than the alpha value (0.10), then it can be said that there is no heteroscedasticity if $t_{count} < t_{table}$ or $Sig -t > .$ If in the scatter plot there is a certain pattern, such as the points that form a certain pattern (waves, widens, then narrows), then heteroscedasticity has occurred. If there is no clear pattern, and the points spread randomly above and below zero on the Y axis, then there is no heteroscedasticity.

Autocorrelation Test

In the autocorrelation test, one of the assumptions of linear regression is the absence of autocorrelation. Autocorrelation is a correlation between sesame sequence of observations from time to time, this is intended to relate to the assumption of the classical model that the disturbance element associated with the observation is not influenced by the disturbance element associated with other observations. To test the presence or absence of autocorrelation, in this study *the Durbin Watson test* will be carried out.

4. RESULTS AND DISCUSSION

4.1. Results of Respondent Characteristics.

In this section, a summary of Respondent Characteristics of the research respondents will be explained based on the identification statement contained in the research questionnaire. The number of respondent in this study were taken as many as 75 respondents who were examined and showed table 2.

Table 2.
Respondent Demographic characteristics

	Demographic characteristics	Percentage (N=75)
Gender	Male	30,67
	Female	69,33
Age	21 - 30 Years	16,00
	31 - 40 Years	42,67
	41 - 50 Years	17,33
	51 Years & above	24,00
Marital Status	Single	20,00
	Married	64,00
	Separated/divorced	16,00
Education qualification	Senior high school	72,00
	Diploma 2/Diploma 3	16,00
	Graguated -1/ Master	12,00
Work experience (over all)	0 - 5 Years	16,00
	5 - 10 Years	24,00

	11 - 15 Years	26,67
	Above 5 Years	33,33
Management level	Top Management	6,67
	Middle management	20,00
	Lower Management	73,33

4.2. Results of Multiple Correlation and Regression Analysis for X_1 and X_2 with Y with SPSS . Program.

Table 3.

Results of Multiple Correlation and Regression Analysis for X_1 and X_2 with Y

		Correlations		
		Y	X1	X2
Pearson Correlation	Y	1,000	,525**	,626**
	X1	,525**	1,000	,769**
	X2	,626**	,769**	1,000
Sig. (1-tailed)	Y	.	,000	,000
	X1	,000	.	,000
	X2	,000	,000	.
N	Y	75	75	75
	X1	75	75	75
	X2	75	75	75

** Correlation is significant at the 0.01 level (1-tailed)

Table.4

Results of Multiple Correlation and Regression Analysis for X_1 and X_2 with Y
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,629 ^a	,396	,379	2,363	,396	23,606	2	72	,000

Tabel.5.

Summary results for the significance test

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	263,676	2	131,838	23,606	,000 ^b
	Residual	402,110	72	5,585		
	Total	665,787	74			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Table 6.

The results of the multiple regression analysis of X_1 and X_2 against Y

Coefficients ^a					
Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.	95,0% Confidence Interval for B

		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	33,985	5,363		6,337	,000	23,294	44,676
	X1	,112	,150	,107	,750	,456	-,187	,412
	X2	,500	,132	,543	3,788	,000	,237	,762

a. Dependent Variable: Total_Y

5. Interpretation of Hypothesis Testing Results.

Interpreting the results of research analysis, namely interpreting hypothesis testing. although the statistical results themselves are already a conclusion, they are not sufficient without an interpretation associated with the formulation of the problem. interpretation and testing of hypotheses are described as follows:

5.1. There is a significant influence between career development on employee performance.

Based on the table 3. that the magnitude of the influence of career development variables X1 on employee performance Y calculated by the correlation coefficient is 0.769 or ($r_{x1Y} = 0.769$). This shows a strong influence between career development on employee performance. While the level of one-sided correlation coefficient (1-tailed) of the *output* (measured by probability) yields a number of 0.00 or 0. Because the probability is far below 0.01 or 0.05, the effect of career development on employee performance is significant.

Based on the table 5. from the ANOVA test or F_{tes} , it turns out that the F_{count} is 23.606 with a significant level of 0.000 because the probability (0.000) is much smaller than 0.05, so the regression model can be used to predict employee performance.

The constant of 33,985 states that if there is an increase in the career development variable (X1), then the value of employee performance (Y) is 33,985. Regression coefficient of 0,107 states that each addition (because of the + sign) one score or development value will give an increase in the score of 0,107.

Test t to test the significance of the constant and dependent variable (employee performance). The regression coefficient test criteria for the ability variable on employee performance are as follows:

Hypothesis in sentence form:

H_1 : Career development has a significant effect on employee performance.

H_0 : Career development has no significant effect on employee performance.

5.2. There is a significant influence between employee discipline on employee performance.

Based on Table 3, that the magnitude of the influence between employee discipline variables (X1) on employee performance (Y) which is calculated by the correlation coefficient is 0.626 or ($r_{x2Y} = 0.626$). this shows a strong influence between work disciplines on performance. while the significant level of the one-tailed (1-tailed) correlation coefficient of the output (measured by probability) yields a number of 0.00 or 0. because the probability is far below 0.01 or 0.05, the effect of work discipline on employee performance is significant.

Based on the table 5. from the ANOVA test or F_{tes} , it turns out that the F_{count} is 23.606 with a significant level of 0.000 because the probability (0.000) is much smaller than 0.05, so the regression model can be used to predict employee performance.

The constant of 33,985 states that if there is an increase in the employee discipline variable (X2), then the value of employee performance (Y) is 33,985. Regression coefficient of 0,543 states that each addition (because of the + sign) one score or development value will give an increase in the score of 0,543.

Test t to test the significance of the constant and dependent variable (employee performance). The regression coefficient test criteria for the ability variable on employee performance are as follows:

Hypothesis in sentence form:

H_1 : Career development has a significant effect on employee performance.

H_0 : Career development has no significant effect on employee performance.

5.3. Career development is related to employee work discipline.

Based on Table 3, the magnitude of the relationship between the X_1 variable and the work discipline of X_2 employees which is calculated by the correlation coefficient is 0.626 or ($r_{x_1x_2} = 0,626$). This shows a strong influence between career development variables and employee work discipline. while the significant level of the one-tailed (1-tailed) correlation coefficient of the output (measured by probability) yields 0.000. because the probability is far below 0.05, the correlation between career development variables and employee work discipline is significant.

5.4. Multiple Regression Analysis

In multiple regression analysis is used to determine the magnitude of the relationship and the influence of the independent variable (X) on the dependent variable (Y). To obtain more focused results, the researchers used the help of the SPSS software program (statistical product and service solution) with the formula:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Where :

Y = dependent variable (employee performance)

a = Constant

b_1 - b_2 = Coefficient of regression line

X_1 = Employee career development

X_2 = Work discipline

e = Error/nuisance variable.

Hypothesis Testing Design

Hypothesis 1

a. Hypothesis Submission :

H_0 : $\beta_1 = 0$ There is no positive and significant effect between employee career development on employee performance at the South Cimahi District Office, Cimahi City.

H_1 : $\beta_1 \neq 0$ There is a positive and significant influence between employee career development on employee performance at the South Cimahi District Office, Cimahi City.

b. Determining the real level

By determining the real level used, namely $\alpha = 0,05$

c. Decision making criteria.

The decision-making criteria used testing using t-test statistics, namely:

$$t = \frac{b_1}{sb_1}$$

Where :

t = value of t count

b = difference between observations for each pair

Sb = standard error of two related means, it can be concluded that the test criteria are:

Reject H_0 , accept H_1 if: $t_{count} > t_{table}$, $df = n-2$

Accept H_0 , reject H_1 if: $t_{count} < t_{table}$, $df = n-2$

Hypothesis 2

a. Hypothesis Submission

H_0 : $\beta_1 = 0$ There is no positive and significant effect between employee work discipline on employee performance at the South Cimahi District Office, Cimahi City.

H_1 : $\beta_1 \neq 0$ There is a positive and significant influence between employee discipline on employee performance at the South Cimahi District Office, Cimahi City.

b. Determining the real level

By determining the real level used, namely $\alpha = 0,05$

c. Decision making criteria.

The decision-making criteria used testing using t-test statistics, namely:

$$t = \frac{b_1}{Sb_1}$$

Where :

t = value of t count

b = difference between observations for each pair

Sb = standard error of two related means, it can be concluded that the test criteria are:

Reject H_0 , accept H_1 if: $t_{\text{count}} > t_{\text{table}}$, $df = n-2$

Accept H_0 , reject H_1 if: $t_{\text{count}} < t_{\text{table}}$, $df = n-2$

Hypothesis 3

a. Hypothesis Submission

$H_0 : \beta_1 = 0$ There is no positive and significant effect between employee work discipline on employee performance at the South Cimahi District Office, Cimahi City.

$H_1 : \beta_1 \neq 0$ There is a positive and significant influence between employee discipline on employee performance at the South Cimahi District Office, Cimahi City.

The decision-making criteria used testing using t-test statistics, namely:

d. Determining the real level

By determining the real level used, namely $\alpha = 0,05$

e. Decision making criteria.

The decision-making criteria used testing using t-test statistics, namely:

$$F = \frac{R^2(N-m-1)}{m(1-R^2)}$$

Where :

R = Multiple correlation coefficient

m = Number of predictors

n = sample size

then the distribution of F will be obtained with 'dk' in the numerator 'k' and 'dk' in the denominator (n-k-1) with the following conditions:

Reject H_0 , accept H_1 if: $F_{\text{count}} > F_{\text{table}}$, $dk = n-k-1$

Accept H_0 , reject H_1 if: $F_{\text{count}} < F_{\text{table}}$, $dk = n-k-1$

5.5. There is a significant effect between career development and employee discipline simultaneously on employee performance.

Based on the analysis in table 4, R square is 0,396 (the square of the correlation coefficient 0,629 or 0,629²). R Square can be called the coefficient of termination, which in this case means 39,6 % contribution of career development variables and employee discipline to employee performance while the remaining 60,4 % can be explained by other reasons. R square ranges from 0 to 1, with a note that the smaller the R square number, the weaker the relationship between the two or more variables. So career development and work discipline simultaneously contribute to employee performance by 39,6 %.

Multiple Regression Analysis.

$$Y = a + b_1X_1 + b_2X_2 + e = 33,985 + 0,107 X_1 + 0,543 X_2$$

From table 5. the ANOVA test or F_{test} , it turns out that F_{count} is 23,606 with a significant level of 0.000 because the probability (0.000) is much smaller than 0.05, so the regression model can be used to predict employee performance. to test the significance of career development and employee discipline simultaneously on employee performance as follows:

Multiple Regression Significance Testing rules:

If $F_{\text{count}} > F_{\text{table}}$, then it is significant

If $F_{\text{count}} < F_{\text{table}}$, then it is not significant

it turns out that $F_{\text{count}} > F_{\text{table}}$, or $23,606 > 3,138$ then it is significant.

6. FINDINGS, CONCLUSION, RECOMMENDATION

FiINDINGS.

The results obtained from research on career development and its effect on employee performance were carried out with several stages of data processing. Questionnaire data obtained from respondents, namely employees of South Cimahi District, Cimahi City. The questionnaire given consists of questions which are indicators of career development and employee performance. The next discussion is presented based on the formulation of the problem that has been determined previously, which is as follows.

Career Improvement which has been observed as part of human resource development. Human resource development is the process of increasing individual/community choices. The findings show that no organization becomes effective and efficient until individuals possess and apply the required skills and knowledge. In the selected public service sector, before the career development program is implemented, efforts are made through the respective supervisors and Relationship Managers to identify the needs of employees from their reporting line. After the development program, an evaluation is carried out by the Human Resources to ensure the effectiveness of the development program in accordance with the identified needs. It is worth mentioning that organizational development follows the development of the individuals who make up the organization. From the data collected, it can be seen that career development has a positive impact on the performance of workers in the selected service sector.

Apparently, it was found that the public service sector had set the number of employees who met the requirements/development that each staff member had to participate in in one financial year. The absence of career development programs often creates tripartite problems in the form of incompetence, inefficiency and inefficiency. The Oribabor study (2000) corroborates the findings of this study that development and work discipline aim to develop competencies such as technical, human, conceptual and managerial for the advancement of individual and organizational growth, also Brodie, 2006; Butler, 2008; Clardy (2005) postulated that no organization can survive without equipping its employees with the necessary skills. People are dynamic, need to be current and relevant in all areas of human endeavor, make staff development a necessity, to keep up with current events and methods. Career development also contributes to employee motivation when a worker either directly or indirectly achieves organizational goals.

Based on the results of research at the Cimahi Selatan sub-district office, Cimahi City, it was concluded that it was quite good for career development to be applied even in the Covid-19 pandemic situation and the application of employee discipline in community service in realizing optimal employee performance so that it would affect work effectiveness and the quality of services provided to employees. community that gets the attention it deserves.

CONCLUSION.

Based on the results of research and discussion, the following conclusions can be drawn:

The magnitude of the simultaneous influence between career development (X_1) and employee work discipline (X_2) on employee performance (Y) is quite strong. while the simultaneous contribution of variables X_1 and X_2 to (Y) = $R^2 \times 100\%$ or $0,629^2 \times 100\% = 39,56\%$ while the remaining 64,44 % is determined by other variables. then regarding the rise and fall or size of employee performance can be predicted through the Y regression equation so that from the results of this study several conclusions can be drawn as follows:

1. Career development has a significant effect on employee performance.

The magnitude of the influence of career development variables on employee performance Y is 0,769, while the contribution of X_1 to Y is 59,14 %, then the remaining 40,86 % is determined by other variables. This information provides information that career development variables have a strong influence on employee performance.

The results of this study inform that career development is applied to the South Cimahi District Office and employee performance is in a good level or category and will further realize optimal performance so that it is expected to affect work effectiveness and the quality of work provided to the community with friendly and courteous service.

2. Employee work discipline has a significant effect on employee performance.

The magnitude of the influence employee discipline variables (X_1) on employee performance (Y) is 0.626, While the contribution of X_2 to Y is 39,19 %, then the remaining 60,81 % is determined by other variabel. This information provides information that Employee work discipline variables have a strong influence on employee performance.

The findings of this study explain that the sanctions and punishments given by the leadership to employees so far, especially during the covid-19 pandemic, are the application of work motivation showing a fairly good level and reflecting a good level of service quality as well, providing motivation from both the leadership and from within. Employees are expected to influence optimal employee performance and be able to provide services to the community that are sympathetic and satisfying.

3. Career development is related to employee work discipline.

The magnitude of the relationship between career development and employee discipline is 0.626 then the contribution of the X_1 and X_2 variables is 39,19 % while the remaining 60,81 % is determined by other variables.

The findings of this study inform that career development has a positive relationship to employee work discipline and will shape employee professionalism which shows a work action that has a positive impact on employee performance and employee personal development. The form of career development of employees for promotion and promotion, the form of these actions can be in the form of skills and skills in serving of the community at the South Cimahi District Office, Cimahi City.

The provision of sanctions and work discipline penalties by the leadership as a form of motivation with the ability of qualified employees will really understand the work and greatly affect employee performance optimally. The provision of work discipline will affect work motivation carefully in serving people who need their services.

RECOMMENDATION

From the conclusions above, to anticipate these things and to achieve the goals and objectives of improving the performance of the employees of the South Cimahi District Office, Cimahi City, it is recommended as follows:

1. The leader always improves their career development by providing opportunities to attend: upgrading, courses, seminars or continuing higher education, both formal and informal, so that employees can improve their knowledge and skills.
2. The leadership seeks to increase employee welfare benefits in a fair and transparent manner.
3. The leader arranges the priority scale of the program to be implemented, both with regard to employee career development and employee work discipline.
4. In realizing the quality of service to the community and employee performance, the leadership should choose employees who are relevant to their expertise and professional in their fields to be placed in the right position and which are needed for convenience, speed, and accuracy in the implementation of services to the community.

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