

PalArch's Journal of Archaeology
of Egypt / Egyptology

**CAREER DEVELOPMENT IN THE OFFICE OF THE MINISTRY OF
RELIGION, BADUNG REGENCY**

Anak Agung Sagung Mas Trisna Anita¹, Gregory Paulus Tahu², I Nengah Sudja³

Mahasaraswati Denpasar University.

**Anak Agung Sagung Mas Trisna Anita , Gregory Paulus Tahu , I Nengah Sudja ,
Career Development In The Office Of The Ministry Of Religion, Badung Regency ,
Palarch's Journal Of Archaeology Of Egypt/Egyptology 18(8). ISSN 1567-214x.**

**Keywords: employee performance, work motivation, work discipline, career
development.**

ABSTRACT:

This study aims to determine the effect of career development and work discipline on employee performance through motivation as an intervening variable. This research was conducted at the Office of the Ministry of Religion of Badung Regency. The number of samples taken as many as 58 employees, with the saturated sample method. Data collection was obtained from the results of distributing questionnaires. Data analysis using SEM PLS. The results of this study found that career development has a positive and significant influence on work motivation. Career development has a positive and significant effect on employee performance. Work discipline has a positive and significant effect on work motivation. Work discipline has a positive and significant effect on performance. Work motivation has a positive and significant effect on employee performance. Work motivation has a positive and significant effect in mediating the effect of career development on employee performance. Work motivation has a positive and significant influence in mediating the effect of work discipline on employee performance.

INTRODUCTION:

This study aims to analyze the performance appraisal at the Ministry of Religion in Badung Regency. This performance appraisal is carried out once a year in December and is assessed by the appraiser, namely the employee's direct supervisor. Other problems found by researchers include the quantity of employees who are still considered insufficient to support the completion of work assignments in accordance with the set time, the low quality of work produced by employees, namely there are some jobs that are produced that are still less than

optimal, the low productivity of the innovation organization that is hampered, morale decreases, which in general will hamper the performance of the Ministry of Religion of Badung Regency. High and low employee performance can be influenced by various factors,

The performance of employees of the Ministry of Religion of Badung Regency has been good in 2018, but in 2019 employee performance decreased by 4.75% from 2018. That in 2019 there were problems with employee performance. On employee performance indicators used include loyalty, work performance, responsibility, obedience, honesty, cooperation, initiative, and leadership.

Career development in the Ministry of Religion of Badung Regency is Education and Training. The training carried out is divided into 2, namely: (1) External training is carried out by the Regional Office and is attended by several employees using time, which is about 1-3 days, even 1-30 days; (2) Internal training is carried out by the organization itself, usually carried out in the workplace itself and is followed by all employees in stages. Furthermore, if the employee's performance increases and excels after participating in the training, the employee is entitled to a promotion in accordance with the stipulated requirements.

According to Husein (2005:12) education and training is a program that aims to improve the skills and techniques of implementing employee work for current needs, increasing knowledge, skills, attitudes and personality to prepare employees to take on tasks in the future. Ideally, training should be designed to achieve the goals of the organization, while at the same time realizing the goals of individual employees. Furthermore, training must also be supported by the work discipline of the employees themselves. It is logical that the improvement of human resource discipline should be pursued to achieve organizational productivity as expected.

Another factor besides career development that can improve employee performance is work discipline. Hasibuan (2014), argues that discipline is a regulation that applies both written and unwritten and is able to carry it out and does not refuse to accept sanctions if he violates the duties and authorities given to him. Enforcement of discipline is important in an organization, because with discipline it is expected that most of the rules are obeyed by most employees and the work will be carried out as effectively and efficiently as possible. Disciplinary regulations for civil servants (PNS) based on Government Regulation no. 53 of 2010. Civil servants have obligations that must be carried out and prohibitions that must be avoided in order to realize good work discipline,

Research conducted by Harlie (2012) states that work discipline is a more dominant variable affecting employee performance when compared to motivation and career development. However, in Agung Setiawan's research (2013), the results showed that work discipline simultaneously and partially had no effect on employee performance. The researcher concludes that if the employee's work discipline is high, it does not necessarily improve the performance of its employees.

In essence, work discipline is to raise awareness for its workers to carry out the tasks that have been assigned, where its formation does not arise by itself, but must be formed through formal and non-formal education, and the motivation that exists in each employee must be developed properly. The work discipline of an employee is not only seen from attendance, but can also be assessed from the employee's attitude in carrying out work. Employees who have high discipline do not procrastinate work and always try to finish on time even though there is no direct supervision from superiors. The higher the work discipline of each employee who is supported by expertise, wages, or a decent salary, it will affect the performance of the employees of the agency itself.

Another factor that is no less important for improving performance is employee motivation. Motivating employees is very important because with motivation, employee performance will increase, therefore the need for attention from company management to pay

attention to employee motivation. Lack of work motivation in employees will reduce their performance and employees do not work according to company rules and procedures which will result in losses for an organization. Muogbo (2013) states that providing motivation for workers in an organization can have a significant effect on the performance of workers. The results of Amalia's research (2016) show that work motivation has a significant effect on employee performance. Research by Zameer et al (2014) found that the role of work motivation is very vital to improve employee performance. Leaders must pay attention to employees, direct and motivate to improve employee performance.

Previous research conducted by Husain (2018) shows the results that work discipline has a positive and significant effect on employee performance with an influence contribution of 60.8% while the remaining 39.2% is influenced by other factors. Subsequent research by Dewi and Utama (2016), based on the results of the analysis found that career development and motivation have a positive and significant effect on employee performance, but the motivation variable cannot be said to be a mediator variable between the relationship between career development and employee performance. This shows that a good career development system will improve employee performance.

Different research results (gap research) were found in Kurniawan's research (2012), in this study showed negative results on the effect of motivation on employee performance, and also in research conducted by Sasmita (2012) said that the influence of career development on employee performance has positive results. the negative reason is because career development is still subjective.

The Ministry of Religion of Badung Regency is the ministry in charge of carrying out government functions in the guidance and management of administrative functions of religious activities in Indonesia, where the successful implementation of duties and responsibilities within the agency depends on the performance of the employees. Based on the results of initial observations made by researchers regarding employee performance that has not been optimal, it can be seen from the presence of employees who are unable to complete the work in accordance with the specified time, and the lack of accuracy of employees in completing their work Lack of employee discipline both based on aspects of work attendance and compliance with working hours regulations,

Based on the results of observations and data provided by the attendance department on September 2, 2020. There are work discipline problems, as can be seen from the attendance at work, the accuracy of employees in working time and obedience to agency regulations that have decreased.

Lack of employee discipline and low motivation given by superiors to subordinates is suspected to be the cause of employees who do not have the desire or drive to achieve performance that exceeds the standards that have been set. The lack of communication between superiors and subordinates causes unequal perceptions between subordinates and superiors, this is thought to result in a lack of performance achievement. Conditions like this, indicate a low level of work discipline and lack of motivation which ultimately affects the work unit and the work environment as a whole.

Based on the explanation above, it is in accordance with the problems that occur in the Ministry of Religion of Badung Regency, namely the decline in employee performance. Therefore, the authors are interested in conducting Career Development research at the Office of the Ministry of Religion of Badung Regency.

LITERATURE REVIEW:

Performance is the result of work produced both in terms of quality and quantity of work and can be accounted for in accordance with its role in the organization or company, and accompanied by abilities, skills, and skills in completing the work and within a certain period. The success of an employee at work will be known if the company implements a performance appraisal system (Baroroh, 2012). Caroline & Susan (2014) stated that a leader who hopes to achieve maximum performance in his organization must pay attention to the factors that affect the performance of the employee himself, one of which is career development.

Career development is a formal approach taken by organizations to ensure that people in the organization have the appropriate qualifications, abilities, and experience when needed (Regina, 2013). Clear career planning and development in the organization will be able to increase employee motivation in carrying out their work, thereby creating a sense of satisfaction in carrying out their work (Nugroho and Kunartinah, 2013). Research conducted by Arifin (2015) states that motivation has a positive and significant effect on employee performance. Employee motivation is needed to improve the performance of the employees themselves. These employees do not have the enthusiasm and impetus to do all the tasks given if they are not given motivation.

Efforts to improve employee performance are inseparable from employee discipline (Maharani, 2010). Discipline is an attitude of action and behavior that must be in accordance with existing regulations. If the employee is not disciplined, it will interfere with the work results and employee activities on a regular basis, the work should be completed today, there are still many pending works that cannot be completed on time. It is hoped that this discipline can be implemented properly so that it does not interfere with the company's activities, thereby improving employee performance.

The hypothesis that was built was then tested for truth through an analysis process using data obtained from research subjects at the Office of the Ministry of Religion of Badung Regency in the form of reports on employee performance results with the documentation method and this research data is secondary data, while to answer the formulation of the problem.

The study uses quantitative descriptive analysis using equation model analysis techniques structural (Structural Equation Modeling-SEM), known as Partial Least Square (PLS). Determination of the sample size is done with a saturated sample. The whole research process will produce a conclusion as an answer to the problem under study. These conclusions will later be used as material for evaluating decision making. The series will produce a thesis concept. The thesis concept provides findings that can be used and contribute to new theories or the development of science in research.

Research conducted by Zameer and Shehzad (2014) found that the role of work motivation is very vital to improve employee performance. It can be concluded that motivation is very vital in improving employee performance, with motivation from superiors, employees will feel satisfied with their work. Research conducted by Dewi and Utama (2016) explains that what can help increase work motivation is by developing a good career, when employee motivation is high in the company, employee performance will increase. So it can be said that work motivation mediates the relationship of career development to employee performance. This is supported by research conducted by Charity (2015) which states that career development that is managed well by the company will provide good enthusiasm for its employees to achieve the careers they expect and can increase employee motivation. In other words, the better career development and work motivation in a particular company, the better the performance of employees in the company. So, the research hypothesis (H_a) is accepted. Based on this, the research hypothesis is formulated as follows:

H1: Career development has a positive and significant effect on employee work motivation.

Research conducted by Nasution et al (2018) states that career development has an effect on employee performance. Purwanto et al. (2017) show that career development has a significant effect on employee performance, meaning that if the management is able to improve career planning, it is expected to increase the company's efficiency in obtaining the maximum level of performance, in addition to controlling employee careers so that mistakes do not occur that have a negative impact on the company. Career planning is also expected to create an effective competitive spirit so that employees are even more enthusiastic. Parerung's research (2014) also shows that career development has an effect on employee performance. This shows that with career development in Century in the future, so that it is balanced by providing optimal performance. So, the research hypothesis (Ha) is accepted. Based on this, the research hypothesis is formulated as follows:

H2: Career development has a positive and significant effect on employee performance.

The influence of work discipline greatly determines the motivation of an employee. Discipline by carrying out punishments and sanctions if something goes wrong will help employees understand the importance of discipline at work. Good discipline reflects a person's sense of responsibility for the tasks given. This will encourage motivation and the realization of organizational, employee and community goals. Discipline is the key to the success of an employee's motivation to achieve goals. Robbins (2006:214) motivation is a process that plays a role in the intensity, direction, and duration of individual efforts towards achieving goals. If the level of discipline of an employee is high, then work motivation will increase. The research of Sevaet al (2019) stated that Work Discipline had a positive and significant effect on motivation. If work discipline is increased, employee motivation will also increase, otherwise if employee work discipline decreases, employee motivation will also decrease. So, the research hypothesis (Ha) is accepted. Based on this, the research hypothesis is formulated as follows:

H3: Work discipline has a positive and significant effect on employee work motivation

According to Hasibuan (2005), discipline is the awareness and willingness of a person to obey all company regulations and applicable social norms. Work discipline is basically always expected to characterize every human resource in the organization, because with discipline the organization will run well and can achieve its goals well (Setiyawan and Waridin, 2006: 189). Employees who are disciplined in working since leaving, when working and when they come home from work and according to the rules at work, will usually have good performance. So, the research hypothesis (Ha) is accepted. Based on this, the research hypothesis is formulated as follows:

H4: Work discipline has a positive and significant effect on employee performance

Humans are social beings who want. Wants and needs occur continuously and will only stop when the end of his life arrives. A need that has been satisfied does not become a motivator for the perpetrator, only an unfulfilled need will become a motivator. Employees will be motivated to achieve work satisfaction factors in the form of awards from the company in accordance with their expectations. Employees who are satisfied when working for their company, contribute positively to improving their performance. Brahmasari and Suprayetno (2008) which states that motivation is very important in improving employee performance. Psychologically, it shows that the internal drive and enthusiasm of an employee in carrying out his work is strongly influenced by the motivation that drives him. So, The research hypothesis (Ha) is accepted. Based on this, the research hypothesis is formulated as follows:

H5: Employee work motivation has a positive and significant effect on employee performance

The quality of employee career development is very influential on performance. This can happen because the better the employee's career development, the higher the employee's performance. Research conducted by Dewi and Utama (2016) states that career development and motivation have a positive and significant effect on employee performance. Umar (2015) suggests that work motivation mediates the effect of career development on employee performance. Balbeid and Sintaasih (2019) prove that work motivation is able to mediate the effect of career development on employee performance. Employee performance can be improved by maintaining or improving career development and employee motivation. These results state that the better the career development in the company, the higher the employee's work motivation, and the higher the employee's work motivation, the higher the employee's performance. So, the research hypothesis (Ha) is accepted. Based on this, the research hypothesis is formulated as follows:

H6: Work motivation has a positive and significant effect in mediating the relationship between career development and employee performance.

Hasibuan (2007), discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. If employees understand and obey the rules, procedures, and policies that apply in the organization, they can be said to be disciplined employees. Without good employee discipline, it is difficult for corporate organizations to achieve optimal results. Indrayanto (2018) Research The results of this study also found evidence that work motivation significantly mediates the effect of work discipline on the performance of civil servants in Banyumas district. This indirect causal relationship indicates that the work discipline of employees will be able to increase their work motivation which will then be followed by a higher level of quality and quantity of the work of civil servants in Banyumas district. The results of this study are also consistent with the results of a previous study from Hidayah (2015) which concluded that work motivation mediates a causal relationship between work discipline and employee performance. So, the research hypothesis (Ha) is accepted. Based on this, the research hypothesis is formulated as follows:

H7: Work motivation has a positive and significant effect in mediating the relationship between work discipline and employee performance.

RESEARCH METHODS:

The research was conducted at the Office of the Ministry of Religion of Badung Regency, which is located at PuspemBadung Area, Jl. Sempidi Raya, Mengwi, Badung. The time of the research was carried out from January 2021 to March 2021. The reason the researchers chose this location in the study was based on initial observations made regarding employee performance that was not optimal, seen from the presence of employees who were unable to complete the work in accordance with the time set and the lack of employee discipline based on both attendance and compliance with working hours.

This study uses a quantitative and qualitative approach. Approach quantitative In an effort to test the hypotheses that have been compiled, the research process uses a lot of numbers starting from the collection, interpretation and presentation of results (Arikunto, 2006, p.12). A process of finding knowledge that uses data in the form of numbers as a tool to analyze information about what you want to know (Kasiram (2008: 149) in his book *Qualitative and Quantitative Research Methodology*) while qualitative data is data that is presented in the form of verbal words not in the form of numbers. Based on the hypothesis, there are four variable determined in the research,

namely: career development, work discipline, work motivation, and employee performance. Variable-variable This forms the basis for the preparation of instrument research after the sample is determined, followed by data collection through the questionnaire method. Furthermore, the data is processed using PLS analysis techniques. The results of the analysis are then interpreted and followed by concluding and giving suggestions.

RESEARCH RESULTS AND DISCUSSION:

Direct Effect Hypothesis Test:

Based on the results of the significance of the influence of competence, career development and job stress on job satisfaction and its impact on performance, it can be seen from the original sample value, the T statistical significance value and the P-Values value on the output path coefficient. The limit for rejecting or accepting the hypothesis is the value of P-Values < 0.05 or T statistic > 1.96 . Here are the results of the path coefficient in Table 1.

Table 1: Direct Effect Hypothesis Testing Results

Variable	Path Coefficient	T Statistics	Note:
Career Development (X1) -> Work Motivation (Y1)	0.492	4,871	Be accepted
Career Development (X1) -> Employee Performance (Y2)	0.270	6,857	Be accepted
Work Motivation (Y1) -> Employee Performance (Y2)	0.321	4,309	Be accepted
Work Discipline (X2) -> Work Motivation (Y1)	0.204	2,002	Be accepted
Work Discipline (X2) -> Employee Performance (Y2)	0.749	20.777	Be accepted

Source: processed data

Information from the results of the analysis recapitulation above can determine the results of hypothesis testing as follows:

- 1) First Hypothesis Testing. The coefficient value of career development path with work motivation is 0.492 with a significance below 5% which is indicated by the t-statistic value of 4.871 which is greater than the t-table value of 1.96. The positive path coefficient value indicates that career development has a positive and significant effect on work motivation. These results mean that the better the career development of employees at the Office of the Ministry of Religion of Badung Regency will be able to increase employee work motivation. So, the research hypothesis (H_a) is accepted.
- 2) Second Hypothesis Testing. Based on Table 1 above, it can be seen that the coefficient of career development with employee performance is 0.270 with a significance below 5% as indicated by the t-statistic value of 6.857, which is greater than the t-table value of 1.96. The positive path coefficient value indicates that career development has a positive and significant effect on employee performance. These results mean that the better the career development of employees at the Office of the Ministry of Religion of Badung Regency will be able to improve employee performance. So, the research hypothesis (H_a) is accepted.
- 3) Third Hypothesis Testing. Based on Table 5.16 above, it can be seen that the value of the work discipline path coefficient with work motivation is 0.204 with a significance below 5%

which is indicated by the t-statistic value of 2.002 which is greater than the t-table value of 1.96. The positive path coefficient value indicates that work discipline has a positive and significant effect on work motivation. These results mean that the better the discipline of employees at work can increase employee motivation. So, the research hypothesis (H_a) is accepted.

- 4) Fourth Hypothesis Testing. Based on Table 5.16 above, it can be seen that the coefficient value of the work discipline path with employee performance is 0.749 with a significance below 5% which is indicated by the t-statistic value of 20.777 which is greater than the t-table value of 1.96. The positive path coefficient value indicates that work discipline has a positive and significant effect on employee performance. These results mean that the better work discipline at the Office of the Ministry of Religion of Badung Regency, the better the performance of employees towards the organization. So, the research hypothesis (H_a) is accepted.
- 5) Fifth Hypothesis Testing. Based on Table 5.16 above, it can be seen that the value of work motivation with employee performance is 0.321 with a significance below 5% which is indicated by the t-statistic value of 4.309 which is greater than the t-table value of 1.96. The positive path coefficient value indicates that work motivation has a positive and significant effect on employee performance. These results mean that the better work motivation at the Office of the Ministry of Religion in Badung Regency, the better the performance of employees. So, the research hypothesis (H_a) is accepted.

Indirect Effect Hypothesis Test

Table 2: Recapitulation of Mediation Variable Test Results

Mediation of Work Motivation Variables (Y1)	Effect				
	A	B	C	D	Note:
Career Development (X1) -> Employee Performance (Y2)	0.270 (sig)	0.236 (sig)	0.492 (sig)	0.321 (sig)	Partially Mediated
Work Discipline (X2) -> Employee Performance (Y2)	0.749 (sig)	0.173 (sig)	0.204 (sig)	0.321 (sig)	Partially Mediated

Description: Significance (Sig) = T statistic > 1.96 at = 5%

Information that can be obtained from Table 2, above are the results of testing the mediating variable which can be conveyed as follows:

1. Work Motivation (Y1) is able to mediate the indirect effect of career development (X1) on employee performance (Y2). The results of the mediation examination on effect A; C; and D has a significant value and the indirect effect path coefficient is above 0.10, which is 0.158. The results of this study indicate that career development (X1) can affect employee performance through work motivation that can be proven empirically. Based on these results, it can be interpreted that the better career development accompanied by good work motivation, the employee's performance will increase/better. Other information that can be conveyed is that the mediating effect of work motivation variable (Y1) on the indirect effect of career development on employee performance is partial. This finding indicates that the work motivation variable (Y1) is not a determining variable on the influence of career

development on employee performance (Partially Mediated). So, the research hypothesis (Ha) is accepted.

2. Work motivation (Y1) is able to mediate the indirect effect of work discipline (X2) on employee performance (Y2). The results of the mediation examination on effect A; C; and D has a significant value and the indirect effect path coefficient is above 0.10, which is 0.240. The results of this study indicate that work discipline (X2) can affect employee performance through work motivation that can be proven empirically. Based on these results, it can be interpreted that the better work discipline accompanied by good work motivation, the employee's performance will increase/better. Other information that can be conveyed is that the mediating effect of work motivation variable (Y1) on the indirect effect of work discipline on employee performance is partial. This finding indicates that the work motivation variable (Y1) is not a determining variable on the effect of work discipline on employee performance (Partially Mediated). So, the research hypothesis (Ha) is accepted.

The overall effect for each relationship between the variables studied, the calculation of the direct effect, indirect effect and total effect can be presented in table 3 below.

Table 3: Calculation of Direct Effects, Indirect Effects and Total Effects

Variable	Live Effect	Indirect Effect	Total Effect
Career Development (X1) -> Work Motivation (Y1)	0.492S	-	0.492
Work Discipline (X2) -> Work Motivation (Y1)	0.204S	-	0.204
Work Motivation (Y1) -> Employee Performance (Y2)	0.321S	-	0.121
Career Development (X1) -> Employee Performance (Y2)	0.270S	0.158S (0.492*0.321)	0.428
Work Discipline (X2) -> Employee Performance (Y2)	0.749S	0.240S (0.204*0.321)	0.989

Description: S = Significant, NS = No Significant

Information obtained from Table 5.18 above, the work discipline path (X2) on employee performance (Y2) has the largest total effect, which is 0.989 compared to the career development path (X1) on employee performance (Y2) which only has a total effect of 0.428 . These results provide an indication that the performance of employees at the Office of the Ministry of Religion in Badung Regency tends to be determined by work discipline. This result can be explained that, when discipline is integrated with himself, then the attitude or action taken is no longer or at all not felt as a burden, in fact it will be a burden on him if he does not act properly. Thus a person's work discipline at work is an attitude or treatment of obedience, order, responsibility and loyalty of employees to all applicable regulations in the organization. When employees act or act in accordance with the wishes of the organization, the regulation becomes effective. Work discipline when employees arrive on time, use office equipment with a sense of responsibility, work results are satisfactory

Based on the results of the calculation of direct effects, indirect effects and total effects, it shows that work discipline has the highest total effect value, so this is a finding that work

discipline has the greatest influence on employee performance compared to other variables such as career development and motivation. work.

DISCUSSION:

The Effect of Career Development on Work Motivation:

Based on the results of the analysis of the effect of career development on work motivation, it shows that career development has a significant and positive influence on work motivation. The results of this test indicate that hypothesis 1 (H1) which states that career development has a positive and significant influence on work motivation is accepted. This means that the increase in career development will cause work motivation to increase. Employees at the Office of the Ministry of Religion of Badung Regency will feel more motivated if the opportunity to move to a higher career level is wide open. Individual career development generally goes through certain stages where each stage is influenced by attitudes, motivations, nature of workers, economic conditions and others. The findings of this study are supported by research conducted by Appelbaum and Santiago (2013), where the results of their research reveal that there is a relationship between career development and motivation. With a clear career development, employees will be motivated to work in achieving a higher level of work. This research is also supported by Dewi and Utama (2016) explaining that what can help increase work motivation is with good career development, when employee motivation is high in the company, employee performance will increase. employees will be motivated to work in achieving a higher level of work. This research is also supported by Dewi and Utama (2016) explaining that what can help increase work motivation is with good career development, when employee motivation is high in the company, employee performance will increase. employees will be motivated to work in achieving a higher level of work. This research is also supported by Dewi and Utama (2016) explaining that what can help increase work motivation is with good career development, when employee motivation is high in the company, employee performance will increase.

The Effect of Career Development on Employee Performance:

Based on the results of the analysis of the effect of career development on employee performance, it shows that career development has a positive and significant effect on employee performance. The results of this test indicate that hypothesis 2 (H2) which states that career development has a positive and significant influence on employee performance is accepted. These results mean that career development can improve employee performance at the Office of the Ministry of Religion in Badung Regency. This is because the career development of employees as a State Civil Apparatus has been regulated in regulations so that career development is clear and there are no obstacles experienced. In addition, career development carried out at the Office of the Ministry of Religion of Badung Regency has been carried out properly according to regulations, namely every ASN has the right to receive training at least 20 hours per year and has been carried out with internal training, moreover training for employees must be provided in accordance with accreditation demands. Having sufficient ability, every employee will feel confident to follow the career development in the Office of the Ministry of Religion of Badung Regency, so that their good career development affects employee performance. The findings of this study are supported by research conducted by Ameliany (2016) finding that there is a direct influence of career development on performance, this proves that the better career development can improve employee performance at work on the contrary if low career development can reduce employee performance at work. In this study, career development includes career management and career planning. Career management shows that the institution provides training to employees with an alternating system every year, if last year they received training, this year they did not receive training again, this is due to inadequate college funding. adequate if providing training to all

employees every year. The career planning dimension shows that the institution provides educational programs to employees. Ratanto's research (2015) found that the most dominant career development factor is related to performance. This research shows that the importance of providing career development opportunities to gain achievement. The provision of career development opportunities should be related to their expertise so that they can be transmitted to others, so that the knowledge they gain can improve performance.

The Effect of Work Discipline on Work Motivation Motivasi:

Based on the results of the analysis of the effect of work discipline on work motivation, it shows that work discipline has a positive and significant effect on employee work motivation at the Office of the Ministry of Religion, Badung Regency. The results of this test indicate that hypothesis 3 (H3) which states that work discipline has a positive and significant influence on work motivation is accepted. These findings mean that the higher work discipline will be able to increase employee motivation. The influence of work discipline greatly determines the motivation of an employee. Discipline by carrying out punishments and sanctions if something goes wrong will help employees understand the importance of discipline at work. Good discipline reflects a person's sense of responsibility for the tasks given. This will encourage motivation and the realization of organizational, employee and community goals. The findings of this study are supported by research conducted by Seva et al. (2019), which states that work discipline has a positive and significant effect on motivation. If work discipline is increased, employee motivation will also increase, otherwise if employee work discipline decreases, employee motivation will also decrease.

The Effect of Work Discipline on Performance:

Based on the results of the analysis of the effect of work discipline on employee performance, it shows that work discipline has a positive and significant effect on employee performance. The results of this test indicate that hypothesis 4 (H4) which states that work discipline has a positive and significant effect on performance is accepted. These findings mean that the higher work discipline will be able to improve the performance of employees at the Office of the Ministry of Religion in Badung Regency. The findings of this study are supported by research conducted by Prawatya and Rahardjo (2012) who found that work discipline has a positive influence on employee work results, employees who are disciplined in working according to company rules will usually have good performance.

The Effect of Work Motivation on Employee Performance Kinerja:

Based on the results of the analysis of the effect of work motivation on employee performance, it shows that work motivation has a positive and significant effect on the performance of the employees of the Office of the Ministry of Religion in Badung Regency. The results of this test indicate that hypothesis 5 (H5) which states that work motivation has a positive and significant influence on performance is accepted. These findings mean that work motivation is something that exists in a person who can encourage, activate, move and direct one's behavior. The results of this study indicate that high motivation is able to improve employee performance at the Office of the Ministry of Religion of Badung Regency. Motivation is a potential force that exists within a human being. which can be developed independently or developed by a number of external forces, in increasing employee work motivation needs to be grown through the fulfillment of needs within employees starting from the most basic to the highest level, namely physiological needs, the need for security, social needs, the need for self-esteem, and self-actualization needs (Gibson et al, 2012). Motivation has a very important role in supporting the improvement of employee performance at the Office of the Ministry of Religion of Badung

Regency. The findings of this study are supported by research conducted by Rokhilah (2017). The results of the study prove that work motivation has a positive effect on the performance of PLKB in Pernalang Regency.

The Role of Motivation in Mediating Career Development on Employee Performance:

Based on the results of the analysis of the effect of work motivation in mediating the effect of career development on employee performance, it shows that work motivation is able to partially mediate the effect of career development on employee performance. The results of this test indicate that hypothesis 6 (H6) which states that work motivation is able to mediate the effect of career development on employee performance is accepted. This means that the better the career development of employees accompanied by high work motivation, the performance of employees will increase/better at the Office of the Ministry of Religion of Badung Regency.

The findings of this study are supported by research conducted by Akmal (2015) which found that work motivation can mediate the effect of career development on employee performance. Likewise, research conducted by Ariesta (2016) concluded that work motivation can mediate the effect of career development on employee performance.

The Role of Work Motivation in Mediating the Effect of Work Discipline on Employee Performance:

Based on the results of the analysis of the effect of work motivation in mediating the effect of work discipline on employee performance, it shows that work motivation is able to partially mediate the effect of work discipline on employee performance. The results of this test indicate that hypothesis 7 (H7) which states that work motivation is able to mediate the effect of work discipline on employee performance is accepted. This means that the better the employee's work discipline accompanied by high work motivation, the employee's performance will increase/better at the Office of the Ministry of Religion of Badung Regency. The findings of this study are supported by research conducted by Indrayanto, A. (2018) which find evidence that work motivation significantly mediates the effect of work discipline on the performance of civil servants in Banyumas district. This indirect causal relationship indicates that the work discipline of employees will be able to increase their work motivation which will then be followed by a higher level of quality and quantity of the work of civil servants in Banyumas district. The results of this study are also consistent with the results of previous studies from Hidayah (2015) which concluded that work motivation mediates a causal relationship between work discipline and employee performance.

CONCLUSIONS AND SUGGESTIONS:

CONCLUSION:

Based on the results of the research above, the following conclusions can be formulated:

1. Career development has a positive and significant effect on work motivation. These results mean that the better the career development of employees at the Office of the Ministry of Religion of Badung Regency will be able to increase employee work motivation
2. Career development has a positive and significant impact on employee performance. These results mean that the better the career development of employees at the Office of the Ministry of Religion of Badung Regency will be able to improve employee performance.
3. Work discipline has a positive and significant effect on work motivation. These results mean that the higher the work discipline of employees at the Office of the Ministry of Religion of Badung Regency will be able to increase employee work motivation.

4. Work discipline has a significant and positive influence on employee performance at the Office of the Ministry of Religion of Badung Regency. This means that the higher work discipline will be able to improve employee performance.
5. Work motivation has a positive and significant effect on employee performance. These findings mean that the higher the work motivation of employees at the Office of the Ministry of Religion of Badung Regency will be able to improve their performance.
6. Work motivation is able to mediate the indirect effect of career development on employee performance. Based on these results, it means that the better the career development of employees accompanied by high work motivation, the performance of employees will increase/better at the Office of the Ministry of Religion of Badung Regency.
7. Work motivation is able to mediate the indirect effect of work discipline on employee performance. Based on these results, it can mean that the better the employee's work discipline accompanied by high work motivation, the employee's performance will increase/better at the Office of the Ministry of Religion of Badung Regency.

SUGGESTION:

Based on the conclusions above, several suggestions can be put forward that are expected to be useful for the Office of the Ministry of Religion of Badung Regency. The following suggestions are given, among others:

1. Employee discipline has the greatest total effect, compared to career development paths on employee performance at the Office of the Ministry of Religion of Badung Regency. Employee discipline is good as measured by several indicators. However, the absentee level indicator is the indicator with the lowest value, to improve employee work discipline, especially for absenteeism, it is increased through efforts: giving rewards to employees, leaders must be role models for employees, because leadership examples are very influential in determining employee discipline. Leaders must also be firm with employees. Firmness in reprimanding and giving sanctions to every employee who is disciplinary will create good discipline at the Office of the Ministry of Religion of Badung Regency.
2. Career development has a significant influence on employee performance at the Office of the Ministry of Religion, Badung Regency, but the indicator of the role of feedback on performance gets the lowest score so that the following efforts are needed: prioritizing career development for employees who have completed higher education, providing equal opportunities to employees to continue their education, attend training, learn in detail the new tasks to be carried out, advise employees to consult with experienced colleagues.
3. For other researchers, they can conduct qualitative research to examine more deeply about employee performance. In addition, other researchers can modify the research model by adding and developing other indicators and variables.

REFERENCES:

- Afianto, I. D and Utami, HN (2017). The Effect of Work Discipline and Organizational Communication on Job Satisfaction and Employee Performance (Study on Employees of the Marketing Division of PT. Victory International Futures Malang City). *Journal of Business Administration*, 50(6), 58-67.
- Nature, USA (2015). Application of Government Regulation Number 53 of 2010 concerning Civil Servant Discipline (Study at Makassar State University). *Tomalebbi Journal*, 2(3), 1-31.

- Amalia, S and Fakhri, M. (2016). The effect of work motivation on employee performance at PT. Gramedia Asri Media, the branch of Emerald Bintaro. *Journal of Computech& Business*, 10(2), 119-127.
- Andayani, N. R and Makian, P. (2016). The Effect of Job Training and Work Motivation on Employee Performance at PT. PCI Electronics International. *Journal of Accounting, Economics and Business Management* | e-ISSN: 2548-9836, 4(1), 41-46.
- Arifa, S. N and Muhsin, M. (2018). The Influence of Work Discipline, Leadership and Work Environment on Performance Through Work Motivation. *Economic Education Analysis Journal*, 7(1), 374-389.
- Asfaw, AM, Argaw, M. D and Babyssa, L. (2015). The impact of training and development on employee performance and effectiveness: A case study of District Five Administration Office, Bole Sub-City, Addis Ababa, Ethiopia. *Journal of Human Resource and Sustainability Studies*, 3(04), 188.
- Balbeid, A and Sintaasih, DK (2019). The Effect of Career Development on Employee Performance Through Mediating Employee Work Motivation. *E-Journal of Management*, 8(7), 4676-4703.
- Chairani, C. (2020). The Effect of Motivation, Work Discipline and Career Development on the Performance of Civil Servants at the Technical Implementation Unit of the Regional Revenue Agency of Palembang I (Doctoral dissertation, 021008 Tridianti University).
- Dewi, NLP A and Utama, IWM (2016). The Effect of Career Development on Employee Performance Through Mediation of Work Motivation at Karya Mas Art Gallery. *Udayana University Management E-Journal*, 5(9).
- Ghozali, Imam. (2014). *Structural Equation Modeling, Alternative Method with Partial Least Square (PLS) Edition 4*. Semarang: Diponegoro University Publishing Agency.
- Robbins, SP, (2012). *Organizational behavior: Concept, construction and application*. Volume III. Indonesian Edition. Translated, Pujoatmoko. Jakarta: Prenhallindo
- Harlie, M. (2012). The Influence of Work Discipline, Motivation and Career Development on the Performance of Civil Servants at the Tabalong Regency Government in Tanjung, South Kalimantan. *Journal of Management Applications*, 10(4), 860-867.
- Hasibuan, J. S and Sylvia, B. (2019, December). The Influence of Work Discipline and Motivation on Employee Performance. In *Proceedings of the USM National Seminar (Vol. 2, No. 1, pp. 134-147)*.
- Hidayah, S. (2015). Analysis of the influence of work discipline and communication on performance by mediating employee work motivation (case study of employees at the Semarang City Marine and Fisheries Service). *Journal of Accounting Management Economics*, 18.
- Husain, BA (2018). The Influence of Work Discipline on Employee Performance (At PT. Bank DanamonTbkBintaro Branch). *Journal of Business Disruption: Scientific Journal of Management Study Program, Faculty of Economics, Pamulang University*, 1.
- Indrayanto, A. (2018). The Effect of Transformational Leadership and Work Discipline on Performance With Motivation as a Mediation Variable in Banyumas Regency Civil Servants. *Civil Service Journal*, 12.
- Jatmika, D and Andarwati, M. (2018). The effect of motivation on employee performance through employee satisfaction of the tax office in Surakarta. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 2(01).
- Kasenda, DRT (2016). The Effect of Career Development and Work Discipline on Employee Performance At Pt. Bank SulutgoKawangkoan Branch. *EFFICIENCY*, 16(1). *Journal of Scientific Efficiency Volume 16 No. 02 of 2016*.

- Kurniawan, AW (2012). The influence of leadership and human resource development on job satisfaction, work motivation, and employee performance of Bank Sulselbar. *EQUITY (Journal of Economics and Finance)*, 16(4), 391-408.
- Lisdiani, V and Ngatno, N. (2017). The Effect of Career Development on Employee Job Satisfaction Through Work Motivation as an Intervening Variable (Case Study at Hotel Grasia Semarang). *Journal of Business Administration Science*, 6(4), 105-112.
- Natalia, NKSS and Netra, IGSK The Effect of Work Motivation in Mediating the Effect of Career Development on Performance. *E-Journal of Management*, 9(4), 1507-1526.
- Nitasari, R. A and Backgrounduva, E. (2012). Analysis of the effect of work motivation on employee performance with job satisfaction as an intervening variable at PT. Bank Central Asia Tbk. holy branch (Doctoral dissertation, Faculty of Economics and Business).
- No, PPRI (10). 1979 concerning the Implementation of Civil Servant Work.
- Oktavia, ND (2014). The Effect of Employee Development on Employee Motivation and Work Performance (Study on Permanent Employees of Pt PgTulanganSidoarjo). *Journal of Business Administration*, 12(1).
- Paputungan, FR (2013). Motivation, career path and work discipline influence on employee performance at PT. Bank of North Sulawesi Calaca Branch. *EMBA Journal: Journal of Economic Research, Management, Business and Accounting*, 1(4).
- Parerung, A., Adolfini, A and Mekel, PA (2015). Discipline, Compensation and Career Development Effect on Employee Performance at the Environment Agency of North Sulawesi Province. *EMBA Journal: Journal of Economic Research, Management, Business and Accounting*, 2(4).
- Permatasari, IR (2006). Effect of Career Development on Employee Performance (Case Study at PT. Telkom Malang). *Journal of Modernization Economics*, 2(3), 177-191.
- Pradipto, S and Rahardja, E. (2015). Analysis of the Effect of Leadership Style and Work Discipline on Employee Performance, With Work Motivation as an Intervening Variable (Study at the Education Office of Central Java Province) (Doctoral dissertation, Faculty of Economics and Business).
- Prawatya, D. A and Rahardjo, ST (2012). The influence of work discipline and organizational culture on the performance of employees of the Eucalyptus Oil Factory (PMKP) in Krai Purwodadi (Doctoral dissertation, Faculty of Economics and Business).
- Rahman, A., Ilyas, G. B and Tamsa, H. (2017). The Effect of Motivation, Job Satisfaction, and Career Development on Employee Performance at the Makassar City Regional Secretariat Equipment Section. *Journal of Mirai Management*, 2(2), 231-245.
- Robbins, SP, (2012). *Organizational behavior: Concept, construction and application. Volume III. Indonesian Edition. Translated, Pujoatmoko. Jakarta: Prenhallindo*
- Saeu, AA (2018). The Effect of Career Coaching and Development on Employee Performance. *Journal of Management Review*, 2(3), 238-241.
- Saripuddin, J and Handayani, R. (2017). The influence of discipline and motivation on employee performance at PT. Kemasindo Fast Nusantara Medan. *Collection of Journals of Lecturers at the Muhammadiyah University of North Sumatra*, 8(10).
- Setiawan, A. (2013). The effect of work discipline and motivation on employee performance at the Kanjuruhan Malang general hospital. *Journal of Management Science (JIM)*, 1(4).
- Seva, CM (2019). The Effect of Training and Work Discipline on Motivation and Its Impact on Employee Productivity at Pt GracindoBangun Utama Surabaya (Doctoral dissertation, STIE MAHARDHIKA).

- Suryawan, IGM Y and Suwandana, IGM (2019). The Role of Work Motivation in Mediating the Effect of Career Development on Employee Performance. *E-Journal of Management*, 8(10), 6002-6021.
- Tampubolon, E., Purba, VN T and Anggraini, N. (2015). The Influence of Organizational Culture and Career Development on Employee Performance in Regional Offices IV. *Economic Bulletin*, 19(3), 42-59.
- Wiratama, INJ A and Sintaasih, DK (2013). The Influence of Leadership, Training, and Work Discipline on the Performance of PDAM TirtaMangutama Employees, Badung Regency. *Matrix: Journal of Management, Business Strategy and Entrepreneurship*.
- Zameer, H., Ali, S., Nisar, W and Amir, M. (2014). The impact of the motivation on the employee's performance in the beverage industry of Pakistan. *International journal of academic research in accounting, finance and management sciences*, 4(1), 293-298.