

## The Effect of Teamwork and Discipline on Career Development with Employee Performance as a Mediation Variable in Jakarta



Dela Asokawati Puspita Anhar<sup>1</sup>, I Gede Adiputra<sup>2</sup>

<sup>1,2</sup>Faculty of Economics and Business of Tarumanagara University, Jakarta, Indonesia

**ABSTRACT:** The purpose of this study is to analyze the effect of teamwork and discipline on employee career development with performance as a mediating variable in Jakarta. In the business world, companies are required to have high performance in terms of company development so that the company's value increases. This clearly must be supported by quality human resources. The research method used is a comparative causal method that looks at the effect of independent variables on dependent variables, in this case the effect of teamwork and discipline on employee performance with career development as a mediating variable in Jakarta. Data was obtained through the distribution of questionnaires using Google Form. From the questionnaires distributed, 270 questionnaires were responded to, so the sample size of this study was 270 people. The data was processed using Smart pls 4 software. The results of this study are teamwork is proven to be able to predict positively and significantly in employee performance, discipline is proven to be able to predict positively and significantly in employee performance, Employee Performance is proven to be able to predict positively on career development, teamwork on the mediation variable Employee Performance is proven to be able to predict positively in career development, Discipline on mediation Employee Performance is proven to be able to predict positively in career development, teamwork has a positive and significant effect on employee performance that mediates career development is proven to be able to predict positively, discipline has a positive and significant effect on employee performance that mediates career development is proven to be able to predict positively.

**KEYWORDS:** teamwork, discipline, employee performance, career development

### I. INTRODUCTION

In this modern era, company management cannot be separated from performance development, this performance also has the most important role, one of which is Human Resources (HR), these human resources are the key to the Company to face problems in every challenge in order to achieve the Company's main goals. There are several challenges in human resource management, namely choosing employee recruitment that can be maintained in their talents, lack of skills, demographic changes and demanding more proactiveness. According to Muhammad Ekhsan (2019) "The potential of human resources can be passed on to the Community to be able to produce services/goods". A company can be said to be successful not only from how much profit is obtained by the Company, in strategic planning human resources are very important to equalize the organization's ability in performance with the Company's vision and mission. Human resources are not only operational aspects but also become a strategy that is able to require human resources in the long term in the vision and mission of the Company. In the organization itself, it demands to be innovative and creative with progress and development, quality employees are an important factor in being able to solve problems. In addition, they must also form a team to work together in order to achieve more satisfying targets. Teamwork is also a factor of human resources. According to (Eric & Adi, 2024) Teamwork is a source of strength for a group of people to achieve goals by uniting ideas that have a significant impact on employee performance, which is through effective cooperation and coordination, with the existence of cooperation employees can achieve better work performance for the Company. Teamwork can also increase high satisfaction at work and have a positive influence on performance (Feti & Dwi, 2024). But besides teamwork, the Company also needs disciplined employees, this discipline is what also helps an organization in its performance in the Company. High discipline in working in the Company is the honesty and responsibility of employees towards the Company. When they are disciplined, they will easily achieve their goals because work discipline is better, they work efficiently and manage their time at work. Discipline is a voluntary attitude to comply with the rules and social norms of the Company. Discipline is an important part of human resources because the more disciplined employees are, the higher the company's performance indicators will be (Feti & Dwi, 2024). According to (Muhammad Ekhsan, 2019) indicators of work discipline are: goals and abilities, remuneration, justice, waskat, firmness, exemplary, legal

## **The Effect of Teamwork and Discipline on Career Development with Employee Performance as a Mediation Variable in Jakarta**

sanctions, human relations. In general, the level of discipline is divided into three types of sanctions, namely light sanctions, moderate sanctions and severe sanctions. Each of these sanctions is adjusted to what they violate by holding this sanction to educate employees to improve what they have done for the mistakes they have made, this violation of sanctions is carried out fairly so that it is accepted by all organizations in the Company. In the business world in modern times, high demands on employee performance to develop the Company to increase profits by using human resources such as discipline in the company and expressing ideas in the organization, one of which is in Teamwork, employees can improve their abilities and encourage higher performance because the company also expects employees to provide feedback, namely good performance to support employee career development. Career development according to (Nailul, 2022) career development is an increase in personal performance to achieve a planned career plan. For a developing career, it can be seen from their position. So that the Company can encourage its employees to improve their knowledge, skills and attitudes. Employee career development is not only the responsibility of employees but also the responsibility of the organization to the employees they work for. Carrying out an agency in addition to the planning (Hani, 2021) there are three main component plans for career development: supporting and identifying their own internal employee career needs, creating and publishing careers in internal opportunities and matching internal opportunities with the abilities and needs of internal employees. Based on the background above, the author is interested in and chooses research in a Jakarta regional company entitled "the effect of teamwork and discipline on employee performance with career development as a mediating variable in Jakarta"

## **II. LITERATURE REVIEW**

The theory that will be used for this study is the HRM (Human Resource Management) theory on the role of human resources that can show the team to increase interest in academics to analyze HRM (Human Resource Management) and organizational performance. Researchers adopt from a theoretical perspective in behavior or human resource views to test the relationship between HRM (Human Resource Management) and organizational performance outcomes (Fernando, et al. 2024). for the behavioral perspective (Jackson, 1989; Schuler and Jackson, 1987), in the practice of HRM (Human Resource Management) is to encourage attitudes and behavior of the Company's strategic goals so that they can influence organizational performance results (Fernando, et al. 2024). human resource views (Barney, 1991; Beckrr, 1964), this human capital is considered a very important potential source for competitive advantage for the Company, human resources themselves are very valuable, difficult and rare to imitate (Fernando, et al. 2024). HRM (Human Resource Management) or human resource management studies the role of humans in an organization. Human resources are the main key to managing organizational resources and others because they can plan, organize, direct and control all resources that have an organization to achieve the goals of the Company's organization. (Mondy Wayne, 2008; SONPEDIA Publishing Indonesia 2023) says Human Resource Management (HRM) has individual benefits to achieve the goals of the Company's organization. Workers in each individual will be related to HR issues and many challenges that exist in the environment (environmental challenges), organizational (organizational challenges) and individual (individual challenges). Simamora in Ichsana, Nasution & Sianiga (2021) said that HRM is the utilization, development, assessment, provision of rewards and management of individual members of the organization or in teamwork. HRM also concerns the design and implementation of planning systems, personnel preparation, employee development, career management, work evaluation, employee compensation and smooth labor relations. (Hasibuan.2011) said that HR is the science and art of managing relationships and the roles of workers. More effective and efficient efforts to help achieve the goals of the company, employees and society.

### **Teamwork**

In Teamwork, there are lessons learned from several previous studies with different characteristics from all studies, in essence teamwork is defined as a limited group of individual members (two or more) where not only themselves feel but also others in a social unit defined by common goals and can be accepted by other members in order to achieve organizational goals (Tannenbaum & Salas, 2020; Hackman, 2002; Lilly & Permilia 2023). Team members consist of several different roles and responsibilities in operating interdependently to achieve common goals (Gremy. 2020; Katzenbach and Smith, 2016; Salas, 2015; Woods & West, 2010; Lily & Permilia 2023). And the results are communicated between each other with the aim of adapting so that their behavior is better collectively (Kovk. 2017; Lybovnikova. 2014; Lilly & Permilia 2023). In some groups this is known as a "real" team (Hackman, 2002; Lilly & Permilia 2023) a real team requires three elements: members have a shared task, clear team boundaries stating who is included in the group and stable group membership. (Katzenbach and Smith 1993; Lilly & Permilia. 2023) said that there are five elements of a team to meet the definition of a real team: size, purpose, goals, skills and, working approach and accountability. In other conditions that have been mentioned in the literature are real team members identify themselves as members and team tasks that require them to work together and depend on each other to achieve goals, clear and specific roles. Teamwork is an important principle for employees because it integrates to achieve company goals. Extensive research focuses on several teams and the results of the investigation of the team's ability to achieve goals and complete their tasks, the results of this team will be specifically with the team process that is being influenced by the circumstances that arise. This team process is by interacting with team members through verbal, behavioral and cognitive activities during the work task. Investigations in team interaction are led by the emergence of a fundamental theoretical framework by (Marks; Mathis & Eva.2020) because the concept has been verified.

## **The Effect of Teamwork and Discipline on Career Development with Employee Performance as a Mediation Variable in Jakarta**

The concept of emergent states, introduced by (Marks; Mathis & Eva. 2020) which indicates a team of cognitive and affective states, which emerge through team-related changes. The process spans almost two decades of research on various constructs that have been investigated at the team level. (Mathieu; Mathis & Eva. 2020) examples of the most intensively studied emergent state concepts in team research are presented in table 2 with their corresponding definitions as well as team processes. Emergent states are also distinguished into task-related and relationship-related states. Task-related states reflect how individual actions influence or provoke cognitions and attitudes about the work task such as team trust, while relationship-related states have represented team members' feelings about the nature of teamwork.

Robbins et al. (2012:2446); Syarif, Rahman & M. Shabri. (2019) said that teamwork can produce higher performance than working individually. This shows that the performance achieved in a team is better than individual performance in an organization or company.

Teamwork is an important aspect of any organization. The team as a basic structural component of organizational design contributes to the efficient and good business performance of the organization. A team that is not structured and led properly can prevent the organization from working and developing, therefore it is necessary to know the nature and characteristics of the team to achieve organizational goals. A very important problem is the level of team effectiveness which must answer the question of whether the team is able to achieve its goals and performance. Most importantly, the more business processes are carried out on teams rather than individuals and the continuation of the organization and the company's performance positively includes successful teamwork (Nemanja et al. 2020).

Teamwork is a process in which team members use individual knowledge, experience and skills through dynamic interactions with other team members who strive to achieve organizational goals and achieve synergistic effects. (Driskell; Nemanja et al. 2020). "Teamwork is the process of team members collaborating to achieve organizational goals. Teamwork includes team input activities and is translated into team outputs such as team effectiveness and satisfaction". "Teamwork behavior is considered to use an effective way to create synergy in a work team. To achieve effectiveness by creating team synergy through the mechanism of the gain and loss process. The acquisition of the team process can maximize and minimize the loss of the process to maintain high Teamwork improvements through members and coworkers volunteering for tasks that go beyond the formal job requirements of employees and behaving helpfully towards others". Thus, the hypothesis can be proposed

### **H1: Teamwork affects Employee Performance**

#### **Discipline**

This concept of discipline is less broad or well-defined than one might think. Disciplines as systems can be viewed as producing world statements, but disciplines are limited to themselves while the 'discussion formations' in which they are formed extend far beyond disciplinary boundaries (Facourt, 1971, 179; Bjorn Hammarfelt 2019). Therefore, disciplines should not be confused with topics, discourses, subjects or interests but should be understood as knowledge institutions or knowledge systems. Disciplines are defined by departmental institutional structures but "international currency is an important criterion as is a general though not sharply defined set of notions of academic credibility" (Becher and Trowel. 2001, 41; Bjorn Hammarfelt 2019). In the formulation (Lenoir. 1997, 46; Bjorn Hammarfelt 2019). Disciplines embody the infrastructure of science through publication outlets, academic conferences and associations that further define the nature of academic disciplines are the existence of undergraduate and postgraduate education and core textbooks of canonical publications. Due to the very ephemeral nature of disciplines, many authors have abandoned attempts to produce a precise definition and broader conceptualization of disciplines and how they can be characterized. To distinguish the characteristics of academic disciplines (Krishan, 2009; Bjorn Hammarfelt 2019) found six qualities in their view that disciplines have:

1. A specific object of research
2. An accumulated body of specialist knowledge that concerns their object of research
3. Theories and concepts that can organize knowledge effectively
4. A specific terminology or technical language
5. Developing specific research methods
6. Institutional manifestations in the form of courses taught in universities, academic departments and professional organizations.

Additional important points for shaping disciplines are controlling specific channels for disseminating knowledge (journals, book series and conferences) and the importance of communication as argued by (Simon. 2011, p. 1; Bjorn Hammarfelt 2019) in his study of the formation of physics during the second half of the 19th century because the perspective may be efficient to combine the focus on knowledge and practice with institutional, occupational and social roles. Opinion from (Malayu Hasibuan human resource management book 2009 page 193; Dewi et al. 2021). That discipline comes from English which means orderly, obedient or able to control (Renaldo Sudarno & Hutaruk. 2020; Dewi et al. 2021) behavior, self-control, self-control, helping to form, straighten or perfect a mental ability or moral character, the law that will be given to train or correct mistakes that no longer comply with behavioral regulations. According to the Ministry of National Education 2001 (Atisama Zega. 2013; Dewi et al. 2021) a consistent attitude in doing something according to this view is discipline (Mairia, Komardi & Panjaitan. 2021; Dewi et al. 2021)

## **The Effect of Teamwork and Discipline on Career Development with Employee Performance as a Mediation Variable in Jakarta**

consistent in doing something that is obedient to the rules that have been agreed upon and are indeed stipulated. Based on these two meanings, it is clear that discipline is a condition that is in an orderly state. Well-organized and non-violating either directly or indirectly. Discipline reflects a great sense of responsibility or duties given to someone. Prasetyo & Marlina. (2019); Dyah et al. (2023) said that discipline in the world of work is very necessary to be implemented so that employees can carry out their activities to achieve the company's vision and mission by enforcing employee discipline will act more carefully in carrying out any activity and they are also judged because if one of them violates legal norms will be given sanctions in accordance with the regulations made by the Company. (Sularmi & Stifanny. 2021; Dyan, et al. 2023) work discipline affects employee performance because it is beneficial for the organization and employees. The benefits of discipline in the organization guarantee the smooth running of tasks, while the benefits for employees are a pleasant atmosphere to increase work enthusiasm in carrying out their work.

Hasibuan. 2005; Wili et al. (2019) said that discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Without disciplined employees, it is very difficult for the company organization to achieve its goals. The opinion of Singodimedjo (Sutrisno. 2009; Wili et al. 2019) discipline is an attitude of willingness and willingness to obey and comply with the norms of the regulations around it. Disciplined employees will accelerate the achievement of company goals while undisciplined employees will be slow in achieving company goals. Thus, the following hypothesis can be proposed:

### **H2: Discipline affects employee performance Performance**

In terms of organization (Faiza and Nazir. 2015; Miebaka & Constance. 2020) said that employee performance as a response in the form of behavior reflects what employees have learned or the type of training received by employees. The results of individual mental and psychological abilities are needed. Employee performance becomes a concept and becomes the center of discourse for management science scholars. Because employee performance is important for individuals and organizations. Employee performance is included in the overall process of the organization, one of which is efficiency and productivity (Masa'deh, Alrowwad, Alkhalafad, Obeidat & Abualoush. 2018; Miebaka & Constance. 2020) is not always seen in employee performance to become the final result but it takes efforts made by employees to achieve organizational goals. Some authors have a relationship that is an activity and task carried out by employees effectively, efficiently and determines the number of employees who contribute to the organization including output quantity, work attendance and accommodating attitude (Masa'deh. 2018; Miebaka & Constance. 2020) The definition of performance is achieving the target task given within a certain period of time. (Abdirahman. 2018; Rui, et al. 2020) assume that performance is not only related to individual actions but also integrates analysis and assessment methods. Employee performance is also an action, result and individual that can be accessed behavior to achieve organizational goals. (Pradhan and Jena. 2017; Rui et al. 2020) assume that performance is work done by one person. So performance reflects the measurability of individual actions. Organizations demand higher performance than other employees tend to organizational goals in order to achieve competition for profit. An employee's performance has been proven to be a key factor in the organization. (Inuwa. 2016; Rui et al. 2020) refer to employee efficiency and performance is a major concern among all organizations including managers and entrepreneurs. Because in reality employees who are good in their performance significantly contribute to organizational performance in the form of organizational productivity growth. (Imhmed. 2016; Rui et al. 2020) organizational success depends on the level of employee performance. Companies offer efficient employees a comparative advantage for the organization, so that employees contribute significantly to the organization with employee performance. Employee performance assessment provides feedback, programs are prepared to improve performance that helps employees to develop their careers to maximize their potential (Cascio. 2014; Susanto. 2020; Setya et al. 2021). high organizational support for employees shows that they have a very large responsibility to collectively help the organization achieve its goals. To increase the main performance award and the employee is very committed to the organization (Neves & Eisenberger. 2012; Silitonga et al. 2020; Setya et al. 2021).

In developing new products also requires an organization that is certainly related to employee performance called innovation performance, profits achieved, sales growth and market share achievement (Zhang. 2010; Ade et al. 2021). Job performance is defined as the value of parallel employee behavior that contributes positively or negatively to achieving organizational goals. The definition of behavioral performance achievement controlled by employees but there are still behavioral limitations that are not relevant to job performance (Colquit. 2019; Ade et al. 2021). Job performance is also divided into task performance, performance and most importantly involves behavioral factors related to work. Behavioral performance is spontaneous behavior and extra roles in the workplace and then becomes positive and negative behavior (Bogler & Sooch. 2005; Ade et al. 2021).

Employees with high performance have a greater obligation to be more affectively committed to helping achieve organizational goals. Rewards for increasing expectations for high performance and the results of all of this in a consistent way found (Neves & Eisenberger. 2012; Ade et al. 2021) increased performance in extra roles. Moreover, supervisors tend to increasingly place high performance expectations in quality and quantity, longer working hours, greater responsibility, greater flexibility and simpler reward demands of various types. Climate also has an effect on performance improvement, climate is more likely to prove that climate change leads to employee performance appraisals and motivation that encourages them in innovative programs and facilitates the achievement of organizational goals as a result of (Minavand. 2013; Ade et al. 2021). There are several other factors that influence employee performance including employee training and development (Alhamad. 2020; Hameed & Waheed. 2011; Sami et al. 2023).

# The Effect of Teamwork and Discipline on Career Development with Employee Performance as a Mediation Variable in Jakarta

as well as organizational citizenship behavior, leader member exchange, team learning and innovative work behavior (Boudlaie. 202; Atasi. 2019; Al-Lozi et al. 2018; Sami et al. 2023).

## Career Development

Career development includes career planning and career management. Organizations in career development require an examination of two processes, namely each planning and implementing career goals and how the organization is designed and implementing career development programs or career management. But in the above understanding there is a different thing, namely the responsibility between individuals or employees and organizations in managing careers. (Nita et al. 2020) Career planning forces more on individuals, including:

1. Self-assessment
2. Career counseling
3. Job choice
4. Organizational choice

While in career management it forces more on organizational interests, namely:

1. Recruitment
2. Selection
3. Performance appraisal
4. Expertise
5. Succession planning
6. Placement outside

Career development according to (Handoko. 2014; Nailul & Sri. 2022) career development is a personal improvement that can be done by someone to achieve a planned career plan. Career Development is an employee activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop themselves to the maximum. (Mangkunegara. 2012:77; Yasozanolo. 2023) said "career development can improve a person's personality who is trying to achieve his personal career" (Siagan. 2011:98; Yasozanolo. 2023) "career development is an employee who wants to work in an organization in a company for a long time until retirement (Rivai. 2011:316; Yasozanolo. 2023) "in the process of increasing career development seen from the ability to work individually in order to achieve the desired career. Davis & Wether in Marwansyah: (2010); Dyah & Abdul. (2019) said career development is a process of self-development that is undergone by employees to achieve their career goals. (Sudiro in Wahyuni (2014); Dyah & Abdul. 2019) career development is the process of increasing individual work abilities in achieving the desired career. (Bahri. 2016; Dyah & Abdul. 2019) career development is a step taken by employees or HR (Human Resources) leaders in developing employee potential to be promoted to occupy higher positions to achieve the Company's goals.

Ardana et al. (2012; Yusuf et al. (2021) career development is a personal improvement planned by someone to achieve a career and improve the personnel department to achieve what is done according to the organizational level. Whatever is done well in the career plan that has been made by the worker and makes a reasonable and realistic career agreement what has been planned will not be realized without career development and programming. Because career plans affect the future of the Company. Steps that must be achieved from individual worker initiatives, but can also be through activities sponsored by the organization or a combination of both. By providing opportunities to develop self-actualization and achieve their potential. (Gry Dessler. 2005; Yusuf et al. 2021) most of them understand that one day they will be more easily promoted. Thus the hypothesis can be proposed:

### H3: Performance has an effect on Employee Career Development.

## Conceptual Framework and Hypotheses

This study uses the following research model as a reference for determining systematic steps so that the research is easily understood, the following research model:

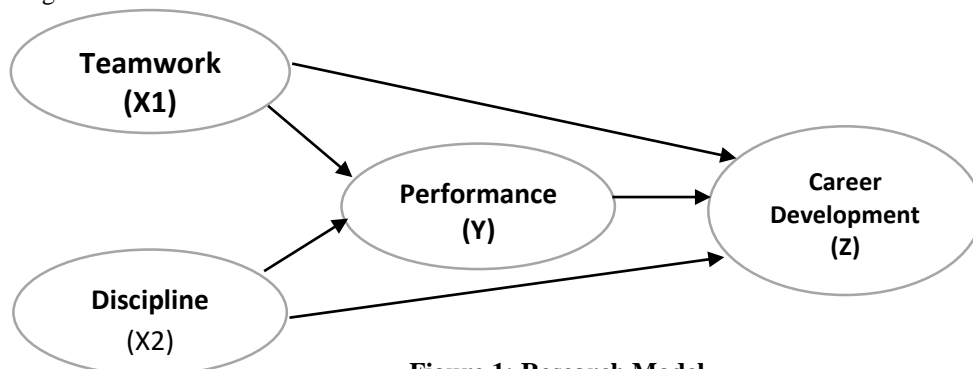


Figure 1: Research Model

# The Effect of Teamwork and Discipline on Career Development with Employee Performance as a Mediation Variable in Jakarta

Thus, according to the picture above, the following hypotheses can be built:

- H1: Teamwork (X1) has a positive and significant effect on employee performance (Y) in companies in Jakarta.
- H2: Discipline (X2) has a positive and significant effect on employee performance (Y) in companies in Jakarta.
- H3: Employee performance (Y) as a mediating variable has a positive effect on Career Development (Z)
- H4: Teamwork (X1) has a positive and significant effect on mediating career development (Z).
- H5: Discipline (X2) has a positive and significant effect on mediating career development (Z).
- H6: Teamwork (X1) has a positive and significant effect on Employee Performance (Y) which mediates career development (Z).
- H7: Discipline (X2) has a positive and significant effect on employee performance (Y) which mediates career development (Z)

### III. METHODS

The research design used is a comparative clause that focuses on comparisons between different groups to identify differences between them. The main purpose of the comparative clause research design is to understand the effect of independent variables on dependent variables. This design has broad insight into differences in different groups (Rita et al. 2023). In this study, the non-probability sampling technique was used (Hardani et al. 2020) non-probability sampling is easy to use but the results of non-probability sampling are not fully accepted in the population because some of the population is not included in the study. The study will use sampling using Google Form. Google Form is a Google service feature that makes it easy to create online-based surveys. Then this study uses online / virtual distribution through various media such as Line, WhatsApp and Instagram and also distributes offline / directly with a sample size of 270.

#### C. Operationalization of Variables and Instruments

Operationalization of variables and instruments is needed to determine the types and indicators of variables related to the study. Furthermore, the researcher conducted an analysis to determine the relationship between variables and other variables. This study contains 2 (two) independent variables, 1 (one) dependent variable and 1 (one) mediating variable.

Independent variables are variables that influence or cause changes or the emergence of dependent variables. The Independent Variables in this study are Teamwork and discipline. In this study, the benchmark for Teamwork is based on (Sriyono & Farida. 2013; Vinca & Sri. 2020).

**Table 1 Operational Variables of Teamwork**

Variable	Indicator	Code	Scale	Sources
Teamwork	Want to work together to become social beings who need each other, then Teamwork in employees is marked by an attitude of wanting to work together with other employees	KT 1	Interval	Sriyono & Farida. 2013; Vinca & Sri. 2020
	Expressing positive expectations. Employees feel optimistic and always hope to have a good relationship with their team to create the Company's vision and mission	KT 2	Interval	
	Respecting opinions so that they don't fall apart in cooperation, every opinion is appreciated	KT 3	Interval	
	Providing support. Supporting each other	KT 4	Interval	
	Building enthusiasm in organizing so that they have the same enthusiasm	KT 5	Interval	

## The Effect of Teamwork and Discipline on Career Development with Employee Performance as a Mediation Variable in Jakarta

The purpose of discipline is to achieve efficiency by bringing individual behavior to have a role and encouraging organizational activities effectively so that they run smoothly. Several indicators that form discipline (Leteiner in Adjeniji & Osibanjo. 2012; Rahayu. 2020).

**Table 2. Operational Variables of Discipline**

Variable	Indicator	Code	Scale	Sources
Discipline	Punctuality. Seen from employees who come and go on time and behave orderly in the workplace	KD 1	Interval	Leteiner dalam Adjeniji & Osibanjo. 2012; Rahayu. 2020
	Not careless when using facilities in the workplace	KD 2	Interval	
	Responsible for the tasks given	KD 3	Interval	
	Comply with the rules in the workplace	KD 4	Interval	
	Discipline can create harmonious relationships between employees	KD 5	Interval	

The dependent variable is a variable in the structure of scientific thinking that becomes a variable that is caused by changes in other variables. The dependent variable becomes the primary interest to the research or the main problem for the researcher, then becomes the object of research. The dependent variable is a variable that is influenced or becomes a cause and effect because of the independent variable. So that this dependent variable is a bound variable whose magnitude depends on the magnitude of the independent variable which will provide an opportunity for changes in the dependent variable by the coefficient of change in the independent variable. Every time a change in the dependent variable occurs, it is expected that the dependent variable will change by so many units. Conversely, if it occurs, it is hoped that it will cause a change (decrease) in the dependent variable by so many units. In this study, the dependent variable used is career development according to (Muhammad Burlian.2012; Nailul & Sri. 2022).

**Table 3. Operational Variables of Career Development**

Variable	Indicator	Code	Scale	Sources
Career Development	Formal education	PK 1	Interval	Muhammad Burlian.2012; Nailul & Sri. 2022
	Job assessment	PK 2	Interval	
	Job experience	PK 3	Interval	
	International relations	PK 4	Interval	
	Work environment	PK 5	Interval	

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## The Effect of Teamwork and Discipline on Career Development with Employee Performance as a Mediation Variable in Jakarta

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**Table 4: Operational Variables of Employee Performance**

Variable	Indicator	Code	Scale	Sources
Employee Performance	Number of jobs. Each job has different requirements so that employees are required to have the appropriate knowledge, skills and abilities	KK 1	Interval	Arimby. 2016; Vinca & Sri. 2020
	Quality of work. Good performance is only possessed by employees who can meet the requirements of the job demands.	KK 2	Interval	
	Timeliness. The company certainly has requirements for collecting assignments on time because if it is late it will affect the quality of the work	KK 3	Interval	
	Attendance. Employee performance is determined by good attendance	KK 4	Interval	
	Cooperation ability. Because if employees are able, their performance will increase	KK 5	Interval	

### Data Analysis

Data analysis is one of the research processes carried out after all the data needed to solve the problem being studied has been completely obtained. Accuracy in the use of analysis tools determines the accuracy of drawing conclusions, because data analysis activities cannot be ignored in the research process. Mistakes in determining analysis tools can have fatal consequences for the results of conclusions and this has a negative impact on the use and application of research results.

The data analyzed must first be processed so that it can be analyzed. Research data processing is also called data management. The purpose of data management is to ensure that the data collected has been validated, stored properly for analysis needs. From the results of the analysis, the accuracy of the researcher in processing the data is determined. Data analysis is also called quantitative analysis because the data analyzed is quantified with a mathematical model, statistical analysis because it uses statistical methods or statistical tests because it tests data with hypotheses.

#### 1. Measurement model test (Outer Model Analysis)

The measurement model is a component of the theoretical path model consisting of indicators and relationships with constructs. In the measurement model, testing is carried out with validity and reliability analysis. If the testing on the measurement model is adequate, the next step is carried out by testing the inner model or structural model (Hair et al., 2022).

#### 2. Structural model test (Inner Model Analysis)

(Hair et al., 2022) The structural model is a testing step after testing the measurement model in the structural model provides an overview of the relationship between independent and dependent variables, including latent variables. There are several tests in the analysis of the structural model, namely the Coefficient of Determination ( $R^2$ ), Effect Size ( $F^2$ ), Goodness of Fit Test (GoF) and Hypothesis Test (bootstrapping).



# The Effect of Teamwork and Discipline on Career Development with Employee Performance as a Mediation Variable in Jakarta

## Coefficient of Determination (R<sup>2</sup>)

The coefficient of determination or r-square value in (R<sup>2</sup>) represents the variant that explains the effect of exogenous variables on endogenous variables. The coefficient of determination value is divided into 3 (three) (Hair et al., 2022), namely: a. Value 0.75 large level

- b. Value 0.50 moderate level
- c. Value 0.25 small level

## Effect Size (F<sup>2</sup>)

Effect Size (F value of the model is determined through 3 (three) parts (Hair et al., 2022): a. 0.02 small model effect

- b. 0.15 medium model effect
- c. 0.35 large model effect

## Goodness of Fit (GoF) Test

Goodness of Fit (GoF) is a test to see the magnitude of the value of the dependent variable to predict the overall research model used. There is a formula for calculating Goodness Of Fit (GoF) =  $\sqrt{AVE} \times R^2$  The Goodness of Fit (Gof) test assessment is divided into 3 (three) parts:

- a. Value 0.1 small GoF
- b. Value 0.25 medium GoF
- c. Value 0.36 large Gof

## Hypothesis Test (Bootstrapping)

Hypothesis testing is carried out to determine the relationship between variables. The results of the hypothesis test are grouped into 2 (two), namely:

- a. Path Analysis (Path Coefficient)

Path Coefficient is a value between -1 to +1 whose variables will be used for research that has a positive relationship and -1 which is interpreted as a negative variable relationship (Hair et al., 2022)

- b. Significance (t-Value and P-value)

A significant hypothesis is seen from the assessment of the parameter coefficient and the significance of the p-value in the bootstrapping algorithm using a one-tailed test system. This one-tailed test on the one hand has a value of 1.28 with a significance level of 10% and 1.65 with a significance level of 5%. for the value of the p-value must be less than 0.05 or 5% to be significant and the T-statistics must have a value above 1.96 (Hair et al., 2022).

## IV. RESULT AND DISCUSSION

The data analysis used includes inner model analysis consisting of determinant coefficient (R-Square), effect size (f<sup>2</sup>) and path coefficients, goodness of fit testing and mediation analysis, and hypotheses in the study.

### A. Structural Model Test Results (Inner Model Analysis)

The variables in the study have been analyzed with outer model analysis and then tested the structural model or inner model analysis. The criteria that must be considered in the structural model test are the determination coefficient or R-Square, Predictive relevance (Q<sup>2</sup>), effect size (f<sup>2</sup>), and path coefficient

#### 1. R-square

To find out how much the independent variable contributes to the dependent variable is done by looking at its determination coefficient. The determination coefficient value in the study obtained from the teamwork (KT), discipline (KD), employee performance (KK) and career development (PK) variables.

**Table 5: Results of Determination Coefficient**

Variabel	R-square
KK	0.876
PK	0.860

#### 2. Effect size (f<sup>2</sup>)

The effect size f<sup>2</sup> test is carried out to determine how the predictor variables affect the structural model. The effect size will be calculated as the increase in r-square relative to the proportion of variance on the dependent variable that cannot be explained.

**The Effect of Teamwork and Discipline on Career Development with Employee Performance as a Mediation Variable in Jakarta**

**Table 6: Effect Size Test Results**

Variabel	KD	KK	KT	PK
<b>KD</b>		0.421		0.026
<b>KK</b>				0.164
<b>KT</b>		0.057		0.067
<b>PK</b>				

Based on the results of the effect size test, it is known that teamwork (KT) has an effect on employee performance (KT) of 0.057 and career development (PK) of 0.067, discipline (KD) has an effect on employee performance (KK) of 0.421 and career development (PK) of 0.026, employee performance (KK) has an effect on career development (PK) of 0.164.

**3. Path Coefficient**

A way to investigate the relationship between variables in a model, the study was conducted by calculating the path coefficient evaluating the estimated value of the sign or direction and magnitude.

**Table 7: Path Coefficient Results**

Variabel	KD	KK	KT	PK
<b>KD</b>		0.692		0.219
<b>KK</b>				0.430
<b>KT</b>		0.254		0.302
<b>PK</b>				

Based on table 7, it is known that teamwork (KT) has an effect on employee performance (KK) of 0.254 and teamwork (KT) has an effect on career development (PK) of 0.302, discipline has an effect on employee performance (KK) of 0.692 and discipline (KD) has an effect on career development (PK) of 0.219, employee performance (KK) has an effect on career development (PK) of 0.430. **Goodness of Fit testing**

This goodness of fit test is useful for assessing the structural model and measurement model, and provides an easy metric to evaluate the overall model prediction. Testing on the goodness of fit (Gof) model is calculated manually, namely the average value of AVE (Avarage Extracted Variance) in table 3.5 with the average r-square value in table 4.5. The following is the calculation of the goodness of fit test: (AVE)= 0.7445

$$(R^2) = 0.868$$

$$Gof = \sqrt{((AVE) \times (R^2))}$$

Gof =  $\sqrt{(0.868 \times 0,7445)}$  Gof = 0.8038 in the calculation it can be concluded that the model applied in this study has a significant level of feasibility, reaching 0.8038.

**Hypothesis testing**

Hypothesis submission is carried out to utilize PLS-SEM, namely with a t-statistic value > 1.96 which is in the path analysis between variables with the bootstrapping method. Hypothesis testing is carried out with a patrial hypothesis test for testing the hypothesis of the Influence of Teamwork and Discipline on Employee Performance in Companies in Jakarta with Career Development as a Mediating Variable.

# The Effect of Teamwork and Discipline on Career Development with Employee Performance as a Mediation Variable in Jakarta

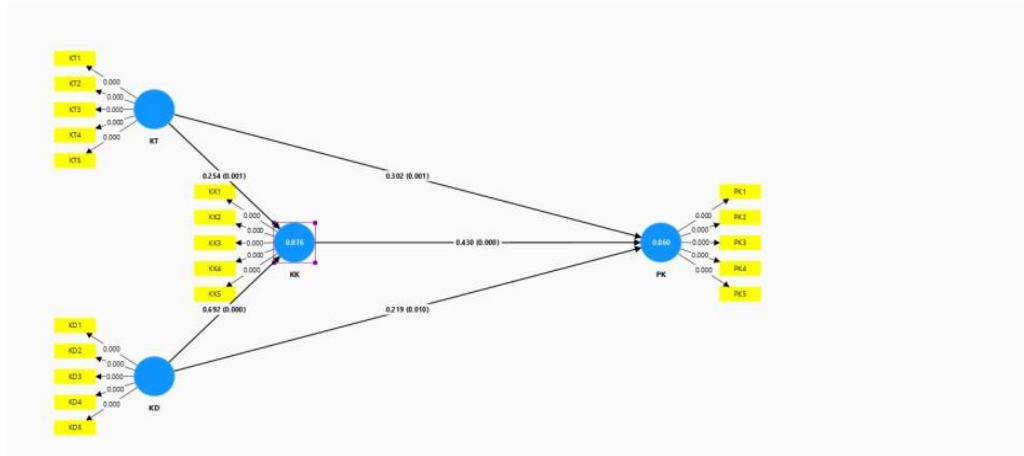


Figure 2: Bootstrapping Results

Table 8: Bottstrapping

Kode	Hipotesis	Original Sample	T-statistic	P- values	kesimpulan
H1	Kerjasama tim-> Kinerja Karyawan	0.254	3.062	0.001	Diterima
H2	Kedisiplinan -> Kinerja Karyawan	0.692	8.535	0.000	Diterima
H3	Kinerja -> Pengembangan Karir	0.430	5.510	0.000	Diterima
H4	Kerjasama Tim -> Pengembangan Karir	0.302	3.173	0.001	Diterima
H5	Kedisiplinan -> Pengembangan Karir	0.219	2.333	0.010	Diterima
H6	Kerjasama Tim -> Kinerja Karyawan -> Pengembangan Karir	0.298	5.153	0.000	Diterima
H7	Kedisiplinan -> Kinerja Karyawan -> Pengembangan karir	0.109	2.395	0.008	Diterima

The results of the hypothesis test in table 8 show that: teamwork is proven to be able to predict positively and significantly in employee performance, discipline is proven to be able to predict positively and significantly in employee performance, Employee Performance is proven to be able to predict positively on career development, teamwork on the mediation variable Employee Performance is proven to be able to predict positively in career development, Discipline on mediation Employee Performance is proven to be able to predict positively in career development, teamwork has a positive and significant effect on employee performance that mediates career development is proven to be able to predict positively, discipline has a positive and significant effect on employee performance that mediates career development is proven to be able to predict positively.

## V. DISCUSSION

The sample in this study consisted of 270 employees working in Companies in the Jakarta area. There is personal data of the respondents or research participants that have been collected. According to the respondents, the male gender is 124 (45.6%) and the female is 148 (54.4%). Respondents aged 19-23 were 68 (25%), aged 24-29 were 152 (55.9%), aged 30-35 were 36 (13.2%) and aged over 35 were 16 (5.9%). The last education from high school/vocational school graduates was 59 (21.7%), D3 was 84 (30.9%) and S1 was 129 (47.4%). The results of the Otlar model test for all variables in this study were valid and reliable so that they were suitable for the inner model test. Based on the goodness of fit test, all questions in the study can be used for hypothesis testing.

### The Effect of Teamwork on Employee Performance in Jakarta

The results of the data analysis regarding the effect of teamwork on employee performance in Jakarta show that teamwork has a positive and significant effect on employee performance because sometimes working individually is better than working

## **The Effect of Teamwork and Discipline on Career Development with Employee Performance as a Mediation Variable in Jakarta**

together depending on their respective divisions. In the study (Rahmat Hidayat. 2021) from the results of his research, it has a positive and significant effect on employee performance, it can be concluded that the better the teamwork, the better the employee performance. Teamwork has a positive and significant effect on employee performance at the Tanggul District Office, Jember Regency (Mutia et al. 2020). (Eri & Adi. 2024) in this study proved that from the results of the hypothesis test, teamwork has a very positive effect on the performance of PTPN Nusantara VII employees in Seluma Regency.

### **The Effect of Discipline on Employee Performance in Jakarta**

The results of the data analysis regarding the effect of discipline on employee performance in Jakarta show that discipline has a significant effect on employee performance. Research (Nuraini & Dian. 2023) discipline has a significant effect on employee performance of 32.0%. work discipline has a positive effect on employee performance, the higher the employee discipline, the higher the employee performance (Muhammad Ekhsan. 2019). In further research, discipline has a positive or significant effect on employee performance at PTPN Nusantara VII, Seluma Regency, which has been proven in the hypothesis test (Eric & Adi. 2024).

### **The Effect of Employee Performance on Employee Career Development in Jakarta**

In the results of data analysis regarding the effect of career development on employee performance in Jakarta, it is known that employee performance greatly influences career development. In previous research, there were several significant ones. Research (Muhammad Rifqi et al. 2023) career development has a significant effect on employee performance. Career development is significant and has a positive effect on employee performance, employees will feel safe if their careers are good because their performance results will definitely be good (Muhammad Al Rinandra et al. 2023). In research (Dedi & Hasrudy. 2020) career development has a significant partial effect on employee performance.

### **The Influence of Teamwork on Career Development in Jakarta**

The results of the data analysis on the influence of teamwork on career development in Jakarta show that teamwork has a significant influence on career development. In previous research (Novita et al. 2023), teamwork on career development has a positive and significant influence.

### **The Influence of Discipline on Career Development in Jakarta**

The results of the data analysis on the influence of discipline on career development in Jakarta show that discipline has a significant influence on career development. In previous research (Siska Yunita. 2023), this research shows that discipline on career development has a positive and significant influence and from research (Sarman et al. 2021), the influence of discipline on career development shows that discipline has a very large influence on career development.

### **The Influence of Teamwork on Employee Performance Mediating Career Development in Jakarta**

The results of the data analysis on the influence of teamwork on employee performance mediating career development in Jakarta show that teamwork has a significant influence on employee performance mediating career development.

### **The Influence of Discipline on Employee Performance Mediating Career Development in Jakarta**

In the results of data analysis regarding the influence of discipline on employee performance mediating career development in Jakarta, it is known that discipline greatly influences employee performance mediating career development.

## **VI. CONCLUSION**

From the results of research and data analysis conducted by the researcher, it can be concluded that: Teamwork has a positive and significant effect on employee performance in Companies in Jakarta, Discipline has a positive and significant effect on employee performance in Companies in Jakarta, performance as a mediating variable has a positive effect on employee Career development, Teamwork has a positive and significant effect on mediating career development, Discipline has a positive and significant effect on mediating career development, Teamwork has a positive and significant effect on Employee Performance mediating career development, Discipline has a positive and significant effect on employee performance mediating career development.

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