

**PENGARUH DISIPLIN KERJA, PENGEMBANGAN KARIR DAN  
KEPUASAN KERJA TERHADAP KINERJA PEGAWAI  
DIREKTORAT JENDERAL PENGUATAN RISET DAN PENGEMBANGAN  
KEMENTERIAN RISET, TEKNOLOGI  
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**CEDARYANA**

**ABSTRAK**

Tujuan penelitian adalah untuk menganalisis pengaruh disiplin kerja, pengembangan karir, dan kepuasan kerja terhadap kinerja pegawai Ditjen Risbang Kemenristekdikti Republik Indonesia. Manfaat penelitian adalah (1) sebagai bahan informasi berbagai pihak, khususnya Ditjen Risbang dalam mengambil kebijakan strategis untuk memberdayakan pegawai agar terjadi peningkatan disiplin kerja, pengembangan karir dan kepuasan kerja dalam rangka peningkatan kinerja, (2) memberikan kontribusi bagi peneliti yang akan datang khususnya yang berminat membahas masalah kinerja, (3) sebagai tolok ukur peningkatan kinerja pegawai Ditjen Risbang.

Penelitian ini menggunakan pendekatan kuantitatif, metode survey dan teknik analisis jalur. Populasi penelitian ini adalah pegawai PNS Ditjen Risbang berjumlah 158 dan sampel penelitian yang diperoleh dengan menggunakan teknik *Proportional Random Sampling* dengan jumlah sampel 113 responden. Menggunakan bantuan Software SPSS 20 for windows.

Hasil penelitian menunjukkan bahwa: (1) disiplin kerja berpengaruh positif terhadap kinerja pegawai, (2) perkembangan karir berpengaruh positif terhadap kinerja pegawai, (3) kepuasan kerja berpengaruh positif terhadap kinerja pegawai, (4) disiplin kerja berpengaruh positif terhadap kepuasan kerja, (5) pengembangan karir berpengaruh positif terhadap kepuasan kerja, dan (6) disiplin kerja berpengaruh positif terhadap perkembangan karir. Dari uraian diatas menunjukkan bahwa disiplin kerja, pengembangan karir, dan kepuasan kerja merupakan faktor penentu kinerja pegawai.

**Kata Kunci** : kinerja pegawai, disiplin kerja, peningkatan karir dan kepuasan kerja

**THE EFFECT OF WORK DISCIPLINE, CAREER DEVELOPMENT, AND  
JOB SATISFACTION ON EMPLOYEE PERFORMANCE OF THE  
DIRECTORATE GENERAL OF RESEARCH AND DEVELOPMENT  
MINISTRY OF RESEARCH, TECHNOLOGY  
AND HIGHER EDUCATION**

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**ABSTRACT**

*The purpose of the research was to analyze the influence of the discipline of work, career development, and job satisfaction on performance employees Ditjen Risbang Kemenristekdikti of the Republic of Indonesia. The benefits of research are (1) as material information of various parties, particularly Ditjen Risbang in taking the strategic policy for the employees in order to deceive an increase in discipline of work, career development and job satisfaction in order performance improvements, (2) contributing to the researchers to come especially those interested in discussing performance issues, (3) as a benchmark performance improvement employees Ditjen Risbang.*

*This research uses a quantitative approach, survey methods and techniques of path analysis. The population of this research is to keep employees totalled 158 Risbang Ditjen and research sample obtained using the technique of Proportional Random Sampling with a total sample of 113 respondents. Using SPSS Software aid 20 for windows.*

*The results showed that: (1) the work of influential positive discipline against the performance of employees, (2) the development of a positive effect on performance career employees, (3) job satisfaction a positive effect against the performance of employees, (4) discipline of work a positive effect towards job satisfaction, career development (5) a positive effect towards job satisfaction, and (6) the discipline of positive effect on the development of a working career. From the explanation above indicates that the discipline of work, career development, and job satisfaction is the deciding factor in the performance of employees.*

**Key Words:** *Employee Performance, Work Discipline, Career Development, and job satisfaction*