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The Influence Of Career Development And The Quality Of Human Resources On The Performance Of Personnel In Subdivision Iv Renakta Ditreskrimum Polda Lampung

Fitri Amilia Febriani[1], Agus Wahyudi[2]

[1,2]University of Bandar Lampung.

Email: fitriamilia454@yahoo.com

Abstract

This study aims to analyze the effect of the implementation of the E-Performance System, work environment, competence, and work motivation on employee performance at the Mesuji District Health Office. Employee performance is an important factor in supporting the success of health service delivery, so effective, professional, and performance-based human resource management is needed. The research method used is a quantitative method with a survey approach. The population in this study were all employees of the Mesuji District Health Office with a sampling technique using the census method (total sampling). Data were collected through questionnaires and analyzed using multiple linear regression analysis. Hypothesis testing was carried out through partial tests (t-tests) to determine the effect of each independent variable on employee performance. The results showed that the implementation of the E-Performance System had a positive and significant effect on employee performance with a calculated t value of 3.118 and a significance of 0.003. The work environment also had a positive and significant effect on employee performance with a calculated t value of 2.334 and a significance of 0.023. Competence had a positive and significant effect on employee performance with a calculated t value of 1.198 and a significance of 0.039. In addition, work motivation showed a positive and significant influence on employee performance with a t-value of 2.380 and a significance of 0.025. The implications of this study confirm that strengthening the implementation of the E-Performance System, improving and organizing the work environment, developing employee competencies on an ongoing basis, and increasing work motivation are important factors in improving employee performance at the Mesuji District Health Office. The results of this study are expected to

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be a consideration for leaders in formulating human resource management policies to improve the quality of health services to the community.

Keywords: Competence, E-Performance System, Employee Performance, Work Environment, Work Motivation.

INTRODUCTION

Indonesia, as a state governed by the rule of law, places law enforcement officers as key actors in maintaining social stability and ensuring legal certainty. One of the most strategic institutions within this system is the Indonesian National Police (Polri), which is mandated to maintain public order and security, enforce the law, and deliver services to the community. In the face of increasingly complex social dynamics, the demand for professionalism among police personnel continues to intensify, thereby requiring sustained efforts to enhance organizational performance.

Employee performance serves as a primary indicator in assessing the effectiveness of public sector organizations. It encompasses not only the achievement of work targets but also reflects the quality, quantity, and timeliness of task completion in accordance with established standards (Gaffar et al., 2025). Furthermore, performance represents the level of individual productivity and professionalism in fulfilling organizational responsibilities (Aldi et al., 2025). Therefore, optimizing employee performance is essential for improving the quality of public services and strengthening public trust in government institutions.

Within the context of police organizations, the quality of personnel performance is a critical determinant of operational success, particularly in units characterized by high task complexity. One such unit is Sub-Directorate IV Renakta, which handles cases involving women and children and requires high levels of sensitivity, precision, and professional competence. However, empirical evidence indicates the existence of discrepancies in performance assessments, particularly between supervisors and peers, suggesting that certain aspects of work behavior have not yet reached optimal levels.

Career development is considered one of the factors influencing employee performance. It refers to a systematic process aimed at enhancing individuals' competencies, skills, and readiness to meet job demands and future career progression (Kayely et al., 2023). Effective career development practices can increase work motivation and subsequently improve performance. This is supported by studies demonstrating a positive relationship between career development and employee

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performance (Jayadi et al., 2025; Halifasya & Ramdani, 2022), although some findings report inconsistent results (Nuriyah et al., 2022).

In addition to career development, the quality of human resources is another crucial determinant of performance improvement. Human resource quality encompasses intellectual ability, technical skills, work attitudes, and experience in carrying out tasks effectively (Nur et al., 2020). High-quality human resources contribute to increased productivity and organizational efficiency (Waruwu & Pringgabayu, 2020). Previous studies have found that human resource quality significantly affects employee performance (Atika & Mafra, 2022; Faizi et al., 2022), although inconsistencies remain in some empirical findings (Ayomi, 2023).

Empirical conditions further indicate that human resource quality has not been fully optimized, as reflected in variations in job mastery, reliance on supervision, and inconsistencies in work attitudes. Additionally, differences in educational backgrounds may influence employees' adaptability and their ability to develop competencies in response to increasingly complex job demands.

Based on these considerations, career development and human resource quality are identified as important factors that potentially influence employee performance. Therefore, this study is relevant to empirically examine the relationship between these variables and employee performance, with the aim of providing both theoretical and practical contributions to the development of human resource management in the public sector.

LITERATURE REVIEW

Career Development

Career development is a systematic process designed to enhance individuals' capabilities, competencies, and opportunities to achieve higher career advancement. According to Dessler (2017), career development represents a continuous organizational effort to assist employees in planning and managing their career progression, encompassing structured activities such as training, education, job rotation, and promotion.

In line with this, Rivai (2018) emphasizes that career development should not solely focus on organizational needs but must also consider individual aspirations, thereby creating alignment between organizational objectives and employees' personal goals. This alignment is essential for fostering higher work motivation and organizational commitment.

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Furthermore, Mathis and Jackson (2019) identify key dimensions of career development, including career planning, career management, and competency development, which are interrelated in establishing an effective and sustainable career system. Therefore, career development can be understood as a strategic organizational approach to improving human resource quality through continuous learning processes that directly contribute to enhanced employee performance.

Human Resource Quality

Human resource (HR) quality refers to the level of an individual's ability to perform tasks effectively, encompassing knowledge, skills, and work attitudes. According to Sedarmayanti (2017), HR quality is determined by competence, professionalism, and the capacity to adapt to changes in the work environment. Similarly, Hasibuan (2019) argues that HR quality is a critical factor in organizational success, as human resources function as the primary drivers of all organizational activities. Consequently, improving HR quality requires continuous efforts through education, training, and development initiatives. Moreover, Mangkunegara (2017) suggests that HR quality can be assessed through several indicators, including technical skills, conceptual abilities, and interpersonal competencies. These indicators reflect employees' readiness to respond to increasingly complex job demands. Thus, HR quality not only represents individual capability but also reflects an organization's capacity to develop a competent, productive, and competitive workforce.

Performance

Performance refers to the outcomes achieved by individuals or groups within an organization in accordance with their assigned responsibilities. According to Robbins and Judge (2017), performance is a function of an individual's ability, motivation, and opportunity to perform their work. In addition, Mangkunegara (2017) defines performance as the quality and quantity of work achieved by an employee in carrying out assigned tasks, where optimal performance reflects both effectiveness and efficiency. Furthermore, Wibowo (2018) identifies several key indicators of performance, including work quality, work quantity, timeliness, effectiveness, and responsibility, which serve as benchmarks for evaluating employees' contributions to organizational goals. Therefore, performance can be viewed as a tangible output of work processes influenced by multiple factors, including career development and the quality of human resources.

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Conceptual Framework

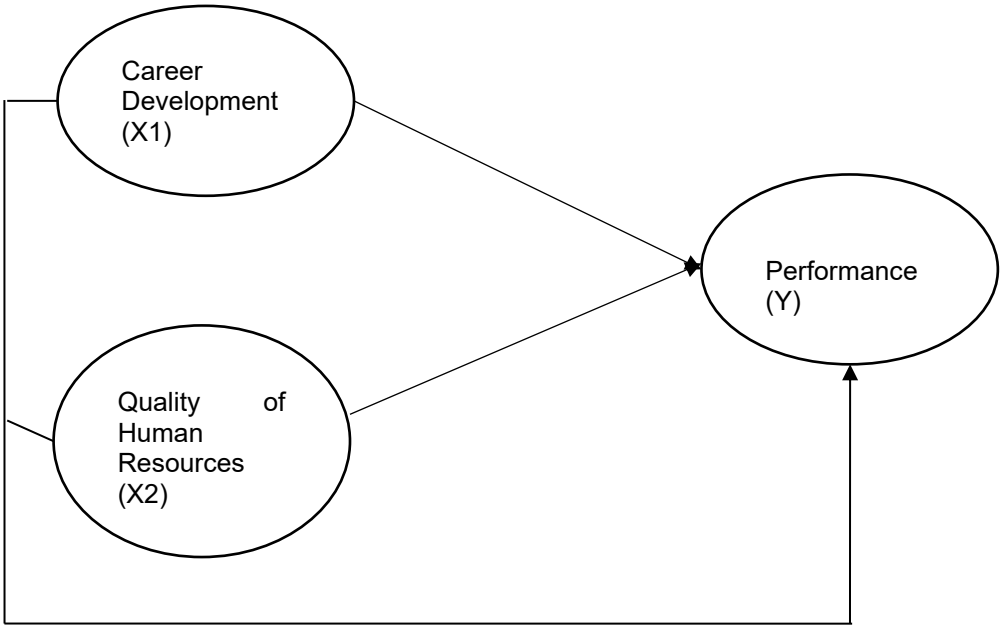


Figure 1. Framework

RESEARCH METHODOLOGY

This study employs a quantitative approach with a descriptive and verificative research design to objectively analyze the relationships among variables through statistical testing. The descriptive approach is utilized to illustrate the condition of each research variable, while the verificative approach aims to test the formulated hypotheses. The population consists of all respondents who meet the characteristics relevant to the research object, and the sample is determined using an appropriate sampling technique based on population conditions, such as saturated sampling or other relevant methods. Data are primarily collected through questionnaires using a Likert scale to measure respondents' perceptions, supported by interviews and documentation to complement both primary and secondary data.

Prior to data analysis, the research instrument is tested for validity and reliability to ensure the accuracy and consistency of measurement. Validity testing is conducted using the Pearson Product Moment correlation, where each item is considered valid if its correlation coefficient exceeds the critical value. Reliability testing is performed using Cronbach's Alpha, with the instrument deemed reliable when the alpha coefficient surpasses the established threshold. The variables in this study consist of independent

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and dependent variables, which are operationalized into measurable indicators based on relevant theoretical foundations.

The data analysis techniques include both descriptive and inferential analysis. Descriptive analysis is used to present the distribution of data and the general tendencies of respondents' answers. Prior to regression analysis, classical assumption tests including normality, multicollinearity, and heteroscedasticity tests are conducted to ensure the suitability of the model. Subsequently, regression analysis is applied to examine the effect of independent variables on the dependent variable, both partially and simultaneously. Hypothesis testing is carried out using the t-test, F-test, and coefficient of determination (R^2) to assess the extent to which independent variables explain the dependent variable. All data analyses are conducted using statistical software to ensure accurate and scientifically reliable results.

DISCUSSION

The Effect of Carrer Development on Employee Perfomance

Based on the results of data processing and hypothesis testing that have been conducted, it can be concluded that career development has a positive and significant effect on the performance of personnel in Sub-Directorate IV Renakta of the Criminal Investigation Directorate (Ditreskrimum) of the Lampung Regional Police. This finding confirms that the hypothesis stating that career development influences employee performance is accepted. The results of the analysis indicate that improvements in the implementation of career development will be followed by an increase in employee performance. This condition shows that career development not only plays a role in enhancing employee competence but also encourages motivation, self-confidence, and responsibility in carrying out police duties.

Career development is an important aspect in increasing personnel motivation and maintaining the sustainability of professionalism within the organization, and it is understood as a planned and systematic process aimed at improving individual performance quality so that personnel career goals are aligned with the achievement of organizational objectives (Aldi et al., 2025). Career development can be defined as a planned, continuous, and systematic process aimed at enhancing individuals' competencies, knowledge, skills, and work attitudes so that they are able to perform their duties more effectively and professionally. Through career development, organizations provide opportunities for employees to develop their potential, enabling them to face increasingly complex and dynamic job demands. The implementation of career

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development is not only oriented toward improving current performance but is also directed at preparing individuals to achieve their expected career paths in the future. Therefore, career development aims to align employees' interests and aspirations with the career needs and opportunities available within the organization, thereby creating mutually beneficial working relationships and enhancing motivation, loyalty, and the sustainability of organizational performance in both the short and long term (Aldi et al., 2025). The results of this study are consistent with those conducted by (Jayadi et al., (2025) and Halifasya & Ramdani (2022), which state that career development has a positive effect on employee performance.

The Effect of Human Resource Quality on Employee Performance

Based on the results of data processing and hypothesis testing that have been conducted, it can be concluded that the quality of human resources has a positive and significant effect on the performance of personnel in Subdirectorate IV Renakta, Ditreskrimum of the Lampung Regional Police. This finding confirms that the hypothesis stating that human resource quality influences employee performance is accepted. The analysis indicates that the higher the quality of human resources, the better the resulting employee performance. High-quality human resources enable employees to carry out their duties effectively, on time, and in accordance with established work standards. The quality of human resources (HR) plays a strategic role in determining the success and sustainability of an organization. High-quality HR is not only reflected in educational background and technical skills but also in work attitude, professional ethics, adaptability, and commitment to achieving organizational goals. The better the quality of HR, the greater the organization's potential to produce effective and efficient employee performance. Optimal performance is reflected in employees' ability to complete tasks accurately, contribute significantly to productivity improvement, and support the creation of a conducive work environment. Therefore, the continuous management and development of HR quality are essential for organizations to achieve their goals and enhance competitiveness amid dynamic changes in the work environment (Atika & Mafra, 2022). Human resource quality can be defined as the level of individual employee capability in carrying out assigned duties and responsibilities effectively and professionally. This capability is not only reflected in technical competence but also includes knowledge, skills, attitudes, and work behavior developed through formal education, continuous training, and relevant work experience. With adequate competencies, employees are expected to adapt to changes, solve work-related

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problems, and contribute optimally to achieving organizational objectives. Therefore, improving human resource quality is a strategic factor for organizations in enhancing performance, productivity, and long-term competitiveness (Nur et al., 2020).

The findings of this study are consistent with previous research conducted by Nur et al., (2020) Atika & Mafra (2022), and Atika & Mafra (2022) which also indicate that human resource quality has a positive effect on employee performance.

The Effect of Carrer Development and Human Resource Quality on Employee Performance

Based on the results of data processing and hypothesis testing, it can be concluded that career development and the quality of human resources simultaneously have a positive and significant effect on the performance of personnel in Sub-Directorate IV Renakta, Ditreskrimum, Lampung Regional Police. This finding confirms that the hypothesis stating that career development and human resource quality influence employee performance is accepted. The analysis indicates that employee performance will improve when career development and the quality of human resources are implemented and enhanced concurrently.

Career development is understood as a systematic process designed to help employees identify, plan, and direct their career paths within the organization in a sustainable manner. Through career development, employees gain opportunities to improve their competencies, skills, and work experience relevant to organizational needs, thereby maximizing individual potential in line with organizational goals. For the organization, career development serves as a strategic instrument to ensure the availability of high-quality human resources, adaptable to dynamic changes, and prepared to meet evolving workplace demands. In addition, career development provides an important foundation for management in conducting performance appraisal, talent mapping, and long-term planning, thereby creating alignment between employee interests and the organization's future objectives (Jayadi et al., 2025). Human resource quality can be defined as the level of an individual's capability to perform assigned tasks and responsibilities effectively and professionally. This capability is not only determined by formal educational background but is also influenced by the mastery of technical and non-technical skills, work experience, and the ability to adapt to changes within the organizational environment. Employees with high-quality human resources are able to apply their knowledge and skills in completing tasks, making appropriate decisions, and contributing to the achievement of organizational goals. Therefore, improving human

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resource quality becomes a strategic factor for organizations to enhance performance, productivity, and competitiveness in an increasingly dynamic environment (Atika & Mafra, 2022).

The findings of this study are consistent with previous research conducted by (ayadi et al., (2025) and Halifasya & Ramdani (2022), which state that career development has a positive effect on employee performance. Furthermore, studies by Nur et al., (2020), Atika & Mafra (2022), Faizi et al., (2022), indicate that human resource quality also has a positive effect on employee performance.

CONCLUSION

Based on the comprehensive results of the data analysis and hypothesis testing, it can be inferred that both career development and the quality of human resources play a crucial and interconnected role in shaping the performance of personnel at Subdit IV Renakta Ditreskrimum Polda Lampung. The findings indicate that career development exerts a positive and statistically significant influence on personnel performance, which implies that the availability of clear career paths, structured promotion systems, and continuous professional growth opportunities can substantially enhance the ability of personnel to perform their duties more effectively and efficiently. In addition, the quality of human resources also demonstrates a positive and significant effect, suggesting that higher levels of education, skills, competencies, and work-related capabilities contribute directly to improved performance outcomes, as personnel are better equipped to handle tasks, solve problems, and adapt to organizational demands. Moreover, when both variables are examined simultaneously, the results reveal a strong and significant combined effect on personnel performance, indicating that the integration of well-managed career development initiatives with the continuous improvement of human resource quality creates a synergistic impact that further strengthens overall performance. This means that organizations aiming to achieve optimal personnel performance should not only focus on enhancing individual competencies but also ensure that career development systems are effectively designed and consistently implemented, as the alignment of these two factors will lead to more sustainable and substantial performance improvements within the organization.

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