

The Influence of Career Development and Work Placement on Employee Performance in The Department Public Work in The City of Solok

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Abstract

Based on observations made, the basis for career development for an employee includes promotions carried out by the leadership in each section, education possessed by employees. Work Placement where the leadership more often prioritizes employees who have a higher level of education (Bachelor or Postgraduate) compared to employees who are still educated in high school to occupy positions such as head of section or head of sub-section of each section. The purpose of the study was to determine the effect of career development and work placement on employee performance at the Public Works Department of Solok City. This research was conducted at the Solok City Public Works Office, which is located at Denpal Junction, Solok City. This type of research uses a descriptive quantitative approach. The sources of data used in this study are primarily through the distribution of questionnaires regarding career development and job placement that have a positive effect on employee performance. The sampling technique was carried out by total sampling, as many as 85 people. The results show that partially career development has a positive effect on employee performance, the t-count value is greater than the t-table, namely $4.062 > 1.1988$, and the significant value is $0.000 < 0.05$ and work placement has a positive effect on employee performance. t table is $3.043 > 1.1988$ and the value is not significant $0.000 < 0.05$. Based on the F test, the Fcount value is 17.895 and the Ftable value is 3.11. This states that simultaneously or simultaneously career development and work placement have a positive effect on employee performance at the Solok City Public Works Office.

Keywords: Career Development, Work Placement and Employee Performance

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INTRODUCTION

Background of the problem

The task of human resource management is part of management which focuses on elements of human resources with their potential so that satisfied and satisfying resources can be obtained for the organization. Good human resource management is the key to success in achieving agency or organizational goals. In the administration of the state to realize good government (Good Governance), namely a government that is clean, transparent, accountable, participatory and able to respond to changes effectively, employee development is directed at improving the quality of human resources so that they have attitudes and behaviors that are centered on dedication, honesty, responsibility, discipline and authority so that they can provide services according to the demands of community development.

Improving the quality and quantity of employee work in government institutions is very urgent to do, this is because with employee career development it is hoped that work and services can be carried out properly, so that career development is effective, targeted and not biased from work needs, which in the end will encourage employee professionalism and be able to carry out work with full responsibility. Therefore, leaders must ensure the qualifications and expertise of employees needed in career development.

Career development for employees of the Public Works Department, but there is still dissatisfaction and it has not met the expectations of every employee for Career Development regarding transfers, promotions and opportunities to get education and training. If this is allowed to drag on, it is feared that it will lead to a decrease in employee performance. This can be seen from the career development that has occurred at the Solok City Public Works Service.

Besides that seen from the indicators regarding work placement, namely, "position is in accordance with educational background", educational background (academic) is not the basis for whether someone is superior in his placement. This is possible if the Job Placement is based on the level of compatibility between the job requirements and the performance of the employee concerned. The employee career development system is essentially a systematic, planned effort that includes structures and processes that result in an alignment of employee competencies with organizational needs.

The results of the observation that the phenomena that occur in the Public Works Department concern career development, careers seen based on the results of observations that employees have good potential in improving performance, each employee has a career and potential in their respective fields, but the problems faced in the Office PU where which forms the basis of career development for an employee

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includes promotion carried out by the leadership in each section, education possessed by the employee, The problem that often occurs in work placement activities in companies is the lack of compatibility between the jobs assigned to employees and the expertise and skills they have, the high rate of transfer or mutation experienced by employees and the large number of employees who come in and out or the high employee turnover rate in the company. . In Work Placement where leaders often prioritize employees who have a higher level of education (Bachelor or Postgraduate) than employees who still have high school education to occupy positions such as section heads or sub-section heads of each section. Employees are permanent and have worked for a long time but their educational background does not match the criteria for career development, so these employees still cannot participate or get career development opportunities.

LITERATURE REVIEW

Employee Performance

Etymologically, performance comes from the word performance. Performance comes from the word to perform which has several entries, namely (1) doing, (2) fulfilling or carrying out something, (3) carrying out a responsibility, (4) doing something that someone expects. From this input, it can be interpreted that performance is carrying out an activity and perfecting the work in accordance with their responsibilities so that they can achieve results as expected.

Employee performance is the result of work in quality and quantity that is achieved by someone in carrying out their duties in accordance with the responsibilities assigned to them. This type of performance can be classified as human performance, machine performance and organizational performance where the results of activities are carried out efficiently and effectively, (Suprihanto, 2014). The result of employee performance is an achievement of certain requirements which ultimately can be directly reflected in the output produced both in quantity and quality, (Simamora, 2014).

Attention to performance is something that is necessary for an organization or company. The resulting output is in the form of physical or non-physical from employee performance with the term work, namely a result of the implementation of work, both physical/material and non-physical/non-material, (Mangkunegara, 2018). The quality and quantity of work completed by individuals, thus performance is the output of the results of carrying out tasks or work, (Stoner, 2016). The specific purpose of performance appraisal can be classified into two major parts (1) evaluation (evaluation). and (2) development (development).

Career development

An individual who first receives a job offer will have a different attitude towards work, when compared to an individual who has been working for a long time. Those who have been working for a long time will have a broader and more meaningful view. The perception of work changes, not only as a source of income, but also as something that can be possessed by other people, such as appreciation from other people, competition for power and a higher position. In this regard, every employee must be given the opportunity to develop his career, namely as a tool to motivate them to achieve better performance.

Career is a word from Dutch; *carriere* is development and progress in one's work. It can also mean a level in a particular job. Career is the pattern of work-related activities and experiences (for example, job positions, job duties, decisions, and subjective interpretations of work-related events) throughout a person's working life. (Marwansyah, 2018)

A career consists of all jobs that exist while a person is working or it can also be said that a career is all positions occupied by a person in his working life (Rivai, 2018). Meanwhile, according to Burhanuddin, a career is a personal improvement that is carried out by someone to achieve a career plan and improvement by the personnel department to achieve a work plan in accordance with the paths and levels of the organization, (Burhanuddin, 2015). Career is a series of positions held by someone during working time. Career development management activities can be carried out in the form of internal staffing which includes promotions and transfers, (Hasibuan, 2014)

Everyone who works for a company will have a number of expectations in return for the sacrifices or achievements they have given. One of them is the hope to reach a position/position that is higher or better than previous positions, (Wahyudi, 2016). Career development is an effort or steps carried out by an employee and/or by the leader of human resources in order to develop the potential of employees to be able to occupy higher positions in an effort to achieve company goals, (Bahri, 2016).

Work Placement

Placement is the process of placing the right people in the right places. Before the placement process is carried out, a selection process is carried out first. Workforce placement is the fourth process of the workforce management function. The placement is carried out after the process of job analysis, recruitment and selection of workers is carried out. Placement of workers in the right position is the desire of companies and workers, (Hasibuan, 2014).

Placement is allocating employees to certain work positions, this is especially the case for new employees. The process of assigning tasks and jobs to workers who



pass work placements to be carried out in accordance with a predetermined scope, and being able to take responsibility for all risks and possibilities that occur for tasks and jobs, authority and responsibility, (Priansa, 2019) . Placement is placing employees in jobs that match their skills or knowledge or in other words the process of knowing the character or requirements needed to do a job assignment. (Hady, 2018).

Based on the description above, it can be concluded that Placement is a follow-up to selection, namely placing prospective employees who are accepted (passing selection) in positions/jobs that require them and at the same time delegating them to that person. Thus, the prospective employee will be able to carry out his duties in the position concerned.

RESEARCH METHODS

To support the discussion in this paper, the authors focus on research on employees of the Public Works Office of Solok City, which is located at Simpang Denpal, Solok City. While the time of the research is estimated to be in July 2022. The population in this study is all employees in the Solok City PU Service Office in 2022 totaling 85 people. In this study the authors took a sample that is using *total sampling*, where the total population can be used as the total sample, so that the sample in this study is the entire population, namely as many as 85 people.

RESEARCH RESULTS AND DISCUSSION

Multiple Linear Regression Analysis

Table 1. Multiple Linear Regression Results

Model	Coefficients ^a		Standardized Coefficients Betas	t	Sig.
	Unstandardized Coefficients B	std. Error			
1 (Constant)	15.204	4,739		3,208	,002
X1	,440	,108	,391	4,062	,000
X2	,255	.084	,293	3,043	,003

a. Dependent Variable: Y

Source: SPSS Processing Results 22

Based on Table 1, it is known that the second column (Unstandardized Coefficients) part B obtained a value of b1 for the Career Development variable of 0.440, a value of b2 for the Job Placement variable of 0.255 and a constant value (a) of 15.204, then the multiple linear regression equation is obtained as follows:

$$Y = 15.204 + 0.440 X_1 + 0.255 X_2 + e$$

Based on the multiple linear regression equation model above, it can be analyzed as follows

- A constant value of 15.204 means that if Career Development (X1), Work Placement (X2) is equal to 0 then Employee Performance (Y) already has 15.204 units
- Career Development coefficient value of 0.440 is positive. This shows that Career Development (X1) has increased by 1 unit with the assumption that Work Placement (X2) has a fixed or zero value, so Employee Performance has increased by 0.440 units.
- The Job Placement coefficient value of 0.255 is positive. This shows that Work Placement (X2) has increased by 1 unit with the assumption that Career Development (X1) has a fixed or zero value, so Employee Performance has increased by 0.255 units.

Coefficient of Determination (R²)

Table 2. Test Results for the Coefficient of Determination (R²)

Summary modelb				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.716a	.513	.500	3.91504
a. Predictors: (Constant), X2, X1				

Source: SPSS Processing Results 22

Table 2. above is the result of data processing to see the results of the test for the coefficient of determination (R²) in this study. It is known that the value of R Square is 0.513 or 51.3%. This means that around 51.3% of employee performance can be explained by the variables Career Development and Work Placement and the

remaining 48.7% is explained by other variables such as budget planning and internal control systems.

Hypothesis test

Partial Significance Test (t-test)

Table 3. Partial Significance Test (t-test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	15.204	4,739		3,208	,002
	X1	,440	,108	,391	4,062	,000
	X2	,255	.084	,293	3,043	,003

a. Dependent Variable: Y

Source: SPSS Processing Results 22

Based on Table 3, the following is obtained:

1. Career Development (X1) has a significant effect on the performance of Solok City Public Works Employees, this can be seen from the significance value of 0.000 < 0.05. t value count 4,062 > t table 1.988 means that H_0 is rejected and H_1 is accepted, meaning that Career Development has a significant influence on the Performance of Employees of the Solok City Public Works Office.
2. Work Placement (X2) has a significant effect on the performance of Solok City Public Works Employees, this can be seen from the significance value of 0.003 < 0.05. Value of t count 3.043 > t table 1.988 means that H_0 is rejected and H_1 is accepted, meaning that work placement has a significant influence on the performance of employees of the Solok City Public Works Office.

Simultaneous Significance Test (F-Test)**Table 4. F test**

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	561,622	2	280,811	17,895	,000 ^b
	Residual	1286,778	82	15,692		
	Total	1848,400	84			
a. Dependent Variable: Y						
b. Predictors: (Constant), X2, X1						

Source: SPSS Processing Results

The results of the ANOVA test using the F test in the table above show an F-count value of 17.895 with a Sig of 0.000. By searching the F-table, with df1 = 2 and df2 = 83, an F-table value of 3.11 is obtained. Under conditions where the F-count is greater than the F-table ($17.895 > 3.11$) with a Sig value that is smaller than alpha ($0.000 < 0.05$), the conclusion that can be drawn is that Career Development and Work Placement both influence on Employee Performance at the Solok City Public Works Service.

DISCUSSION

The results of the analysis and discussion carried out theoretically and empirically about the effect of Career Development and Work Placement on Employee Performance it is known that Career Development and Work Placement have a positive effect on Employee Performance at the Solok City Public Works Service and simultaneously or partially Career Development and Work Placement has a positive effect on the performance of Public Works Department employees in Solok City.

1. The results of the multiple linear regression analysis carried out obtained the regression equation $Y = 15.204 + 0.440 X1 + 0.255 X2$ where $a = 15.204$, $b1 = 0.440$, and $b2 = 0.255$ this illustrates that career development and work placement have a positive and significant effect on Performance of Solok Public Works Service Employees.
2. The results of the R² (R square) score of 0.513 or 51.3% indicate that career development (X1) and work placement (X2) have an effect on Performance of Solok

Public Works Service Employees by 51.3%. While the remaining 48.7% is influenced by other variables not included in this study.

3. The Effect of Career Development on the Performance of Solok City Public Works Employees with a coefficient of 0.440 and a t-count value of 4.062 and a t-table of 1.1988 with a significance value of 0.036 <0.05 means t count 4,062> t table 1.1988 means that Career Development has a significant influence on the Performance of the Solok City Public Works Office Employees
4. The Effect of Work Placement on the Performance of Solok City Public Works Employees with a coefficient of 0.255 and a t-count value of 3.043 and a t-table of 1.1988 with a significance value of 0.003 <0.05 means t count 3,043> t table 1.1988 means that Work Placement has a significant influence on the Performance of the Solok City Public Works Office Employees
5. The influence of career development and work placement has a positive effect on employee performance with an Fcount value of 17.895 and a Ftable value of 3.11. This means that from this it can be seen that the value of Fcount> Ftable 17.895> 3.11 this states that simultaneously or simultaneously Career Development and Work Placement have a positive effect on the Performance of Employees of the Solok City Public Works Office.
6. The results of the R² (R square) score of 0.513 or 51.3% indicate that career development (X₁) and work placement (X₂) have an effect on Performance of Solok Public Works Service Employees by 68.4%. While the remaining 48.7% is influenced by other variables not included in this study.

CONCLUSION

- 1) The results of the multiple linear regression analysis carried out obtained the regression equation $Y = 15.204 + 0.440 X_1 + 0.255 X_2$ where $a = 15.204$, $b_1 = 0.440$, and $b_2 = 0.255$ this illustrates that career development and work placement have a positive and significant effect on Performance of Solok Public Works Service Employees.
- 2) The results of the R² (R square) score of 0.513 or 51.3% indicate that career development (X₁) and work placement (X₂) have an effect on Performance of Solok Public Works Service Employees by 51.3%. While the remaining 48.7% is influenced by other variables not included in this study.
- 3) Based on the t test, the calculated t value is greater than t table, namely 4.062 > 1.1988, and a significant value of 0.036 <0.05, so there is an influence of Career Development on Employee Performance at the Solok City Public Works Office

- 4) Based on the t test, the calculated t value is also greater than t table, namely $3.043 > 1.1988$ and the non-significant value is $0.003 < 0.05$, so there is an effect of Work Placement on Employee Performance at the Solok City Public Works Office
- 5) Based on the F test on the influence of Career Development and Work Placement which has a positive effect on Employee Performance, the Fcount value is 17.895 and the Ftable value is 3.11. This means that from this it can be seen that the value of $F_{count} > F_{table}$ ($17.895 > 3.11$) this states that simultaneously or simultaneously Career Development and work placement have a positive effect on the Performance of Employees of the Solok City Public Works Office

Suggestion

Based on the results of research and discussion, the authors can provide suggestions as follows:

1. For the Solok City Public Works Service
For local government officials in particular Government Engineering Institute in Sijunjung Regency are expected to further enhance Career Development and Job Placement because the clarity of budget targets and reporting systems in budget preparation are important factors that can increase accountability for the performance of local government agencies, with the participation of all technical institutions.
2. For Employees
Expected to always strive to improve the performance of local government employees by increasing the effectiveness of control and disclosure of information, so that the resulting decisions do not harm any party and increase public trust in local government
3. For further researchers.
Future research is expected to broaden the object of research not only to financial institutions, but also to the private sector, such as companies. In addition, for future researchers to be able to develop this research by examining other factors that are more influential on performance accountability.

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