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The effect of career development and placement on job satisfaction which impacts the company's employee performance

Okta Karneli^{1*)}, Nurpeni Nurpeni², Widia Astuti², Ruzikna Ruzikna¹

¹Fakultas Ilmu Sosial Dan Politik Universitas Riau, Indonesia

²Ilmu Administrasi Universitas Lancang Kuning, Indonesia

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ABSTRACT

The company is one of the important sectors in improving the country's economy, and every company certainly wants optimal income. Therefore, human resources are an important aspect to continue improving as one of the driving forces so that the company runs optimally through work placements tailored to their abilities. This underlies the researcher to obtain further information about the effect of career development and placement on job satisfaction which impacts the performance of company employees. This study aimed to determine whether Career Development and Placement Affect Job Satisfaction Impacts Company Employee Performance. The research method used is descriptive quantitative with data collection techniques through observation and questionnaires to 50 respondents at XYZ company. The results showed that career development and placement affected job satisfaction, with an influence value of 21.2%. Job satisfaction positively and significantly affected employee performance, with an influence value of 81.7%. So career development is a long process that every company must provide as an obligation to provide opportunities for employees to pursue career development.



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Corresponding Author:

Okta Karneli,
Universitas Riau
Email: oktakarneli@lecturer.unri.ac.id

Introduction

Performance standards refer to the anticipated level of completion for a given job, serving as a reference point for achieving goals or objectives. Magkunegara in (Akbar, 2018) states that employee performance (work performance) results from work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him. According to (Hasibuan & Hasibuan, 2016) Performance can be optimized through the establishment of clear and measurable job descriptions for each position so that employees understand their functions and responsibilities. Human resource management is important for achieving organizational or company goals. The human resources in the company certainly have the quality according to the standards required by the company, where this is obtained through a long selection process until finally employees who are considered qualified are selected (Sumarjo, 2022). According to (Potale, 2016), human resources are very basic capital in the process of building a company. Human resources who are able to contribute well are human resources who provide support to the success of the company (Steven & Prasetyo, 2020). So improving employee performance is the most serious management challenge because the success of

achieving goals and the survival of the company depend on the quality of the performance of human resources within the company.

Employees who have officially become employees in a company will then be placed in various positions as needed as advertisements are delivered, but it is also not impossible if they are placed in different positions according to company policy (Pramuditha, 2020) because the company certainly has its own management system which may differ from other companies (Putri & Rambe, 2022). The placement of employees in XYZ company is dynamic and keeps abreast of developments, so it is not impossible if there is a shift in departmental positions, which means that their duties and functions change. This refers to the competence possessed by each employee because competence is important for carrying out his work (Nugraha et al., 2022).

This employee placement is intended so that all employees or companies, including XYZ company, can focus their performance in accordance with the duties and functions as well as applicable procedures (Waruwu & Putra, 2020) so that the goals of a company are expected to be achieved effectively and efficiently. It doesn't stop here, the company's efforts to continue to develop the quality of human resources as a driving force for the company's pace are also carried out through career development, where this is expected to spur job satisfaction so as to achieve the best performance (Rohmah, 2020). According to (V. N. Sari et al., 2019), job satisfaction is a fairly interesting and important issue, because it has proven to be of great benefit to the interests of individuals, industry and society. Various ways and processes of career development are openly provided by XYZ company employees to continuously improve their quality and competence as superior employees. According to (Syahputra & Tanjung, 2020), career development is a very important journey because with hard work in the company to develop their careers, employees can occupy appropriate positions that match their competencies and qualifications. Career development can also be referred to as a way to improve the quality and competence of an employee so that he can have better performance, because career development also has a close relationship with salary or promotion which of course will increase the income allowance which is expected to increase job satisfaction (Khotmi, 2020). Therefore, good performance is a manifestation of work done by employees which is usually used as a basis for evaluating members and organisations, so it is necessary to strive to improve performance (Arianty et al., 2016).

This is similar to research conducted by Wahid Sunarjo in 2022 which states that career development and job placement can have an impact on job satisfaction with a value of 49.5% and job satisfaction has an influence on employee performance with a value of 39.7%, where this research was conducted at PT SancoPredika Primary Jakarta (Wahid Sunarjo, 2022). On the other hand, (Sahadewa & Rahmawati, 2021) in 2021 also conducted research with the results that work placement and career development made an important contribution to improving the performance of Handara Golf and Resort Bali employees (Sahadewa & Rahmawati, 2021). The similarity between this research and the research to be carried out is quantitative research, while the difference is in one of the variables used. Based on the explanation above, the researcher wants to obtain information about the effect of career development and placement on job satisfaction which has an impact on the performance of company employees, where the company that is used as the object is XYZ Jakarta. The purpose of this study is to determine whether or not there is and the level of influence exerted by career development and job placement variables on job satisfaction where this will also affect employee performance at XYZ company. The researcher hopes that the results of this study can later be used as a reference by entrepreneurs in developing their companies as well as for researchers to conduct further research.

Method

This research was conducted with a descriptive quantitative type. According to (Sugiyono, 2019), research with quantitative methods is a research method based on the philosophy of positivism; quantitative methods are used in research with a determined population or sample, data is collected using research instruments, quantitative or statistical data analysis is carried out, aimed at testing predetermined conjectures. Where research results will be conveyed through easy-to-understand descriptions (Jatmiko et al., 2022). Data collection techniques through observation and distribution of questionnaires to 50 respondents in XYZ company selected by random sampling. Then, the data obtained will be analyzed through a regression test with SPSS 17.

Results and Discussions

Before discussing further about the results of this study, let's first understand some of the things tested in this study including: 1) First, career development can be referred to as an effort made by someone to improve their

quality so that they deserve to be appreciated by the company, because the goals for the desired career path are achieved (Soegihartono, 2019)(Setiyaningrum, 2019). There are several stages that are passed in the career development process, namely self-assessment, checking of reality or reality, setting goals, and planned actions. With this, it is known that the process of carrying out career development requires a long time and a consistent process; 2) Second, work placement is one of the processes carried out by the company after the procurement of employee selection (Sahadewa & Rahmawati, 2021). Nevertheless, work placements are not only given to new employees or employees but also for old employees to make mutations. Work placement is an important aspect that helps employees focus their work process; 3) Third, performance. Performance can be interpreted as the value of the efforts made by a person in carrying out his work, whether assessed in terms of quality or quantity; 4) Fourth, job satisfaction. Job satisfaction can be interpreted as a feeling that employees have for achievements (Muliani & Indrawati, 2016) received either through incentives, promotion, or other things given by the company as a reward for the work carried out (Suhatri, 2022)(Kurniawan, 2015).

After knowing the various things that are limited, the following will be conveyed regarding the results of the research on the data that has been tested.

Validity test

Validity test was conducted to find out about the quality of an instrument used in research. Instruments with valid categories are a condition for continuing the use of instruments or questionnaires in a study. The results of the validity test are as follows.

Table 1. Validity Test Data

No Question	R count	R table	Description
1	0.971	0.576	Valid
2	0.971	0.576	Valid
3	0.921	0.576	Valid
4	0.971	0.576	Valid
5	0.971	0.576	Valid
6	0.921	0.576	Valid
7	0.682	0.576	Valid
8	0.688	0.576	Valid
9	0.712	0.576	Valid
10	0.921	0.576	Valid
11	0.682	0.576	Valid

The data above shows that all the instruments in this study are valid and can be used in research because the value of $r \text{ count} > r \text{ table}$.

Reliability test

This test was conducted to find out whether an instrument is reliable or not. The results regarding the reliability test are as follows:

Table 2. Reliability Test Data

Reliability Statistics	
Cronbach's Alpha	N of Items
.971	11

The data on Table 2 shows that the instrument used in this study is reliable.

Normality test

The normality test is used to determine whether the research data is normally distributed or not. Normality test data as follows.

Table 3. Normality test data One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		50
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	6.64414934
Most Extreme Differences	Absolute	.144
	Positive	.144
	Negative	-.090

Kolmogorov-Smirnov Z	1.018
Asymp. Sig. (2-tailed)	.251
a. Test distribution is Normal.	
b. Calculated from data.	

The data above shows that the normality test results with a Sig value of $0.251 > 0.05$, the data is normally distributed and can be continued for the regression test.

Multicollinearity test

This test is used to find out whether the variables under study have symptoms of multicollinearity or not.

Table 4. Multicollinearity test data Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	52.500	11.541		4.549	.000		
	Carier_Development	-.472	.206	-.472	-2.292	.026	.395	2.530
	Placement	.845	.242	.719	3.490	.001	.395	2.530

a. Dependent Variable: Job_Satisfaction

The data above shows that the VIF value for career development and placement is $0.395 > 0.10$ with a VIF of $2.530 < 10.00$, so the data does not experience symptoms of multicollinearity.

Regression test

Regression test can be used to test a hypothesis is accepted or not.

Testing H1: Career development and placement have an influence on job satisfaction

Table 5. Coefficients Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	52.500	11.541		4.549	.000
	Carier_Development	-.472	.206	-.472	-2.292	.026
	Placement	.845	.242	.719	3.490	.001

a. Dependent Variable: Job_Satisfaction

The data above shows that career development and placement have a significant effect because the value of Sig < 0.05 . Nevertheless it is known that career development has a negative influence while placement has a positive influence. With this, it is known that H1 is accepted, namely career development and job placement have an influence on job satisfaction.

Table 6. Summary models Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.460 ^a	.212	.178	6.78404

a. Predictors: (Constant), Placement, Carier_Development

b. Dependent Variable: Job_Satisfaction

The data above shows that career development and job placement have a significant influence on job satisfaction with a value of 21.2% and the rest is influenced by other variables.

Testing H2: Job satisfaction has an influence on employee performance**Table 7.** Coefficients Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	36.831	3.676		10.019	.000
	Job_Satisfaction	.646	.044	.904	14.658	.000

a. Dependent Variable: Performance

The data above provides information that job satisfaction has a positive and significant effect on employee performance with a value of Sig 0.00 <0.05.

Table 8. Summary models Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.904 ^a	.817	.814	2.30829

a. Predictors: (Constant), Job_Satisfaction
b. Dependent Variable: Performance

The data above provides information that the value of the influence exerted by job satisfaction on the performance of XYZ company employees is 81.7%. Job satisfaction is an individual trait of a person so that a person has a different level of satisfaction according to the value system that applies to him (Purba et al., 2019). So that skills at work are needed which skills are task-related competencies, such as computer operating skills, or communicating clearly for group goals and missions (V. N. Sari et al., 2019). With this, improving the quality of work of employees is an important thing that must be considered by every company so that employees can develop their careers accompanied by gratitude and occupy positions as well as their ability to increase company revenues effectively and efficiently. This is in accordance with the research conducted by (I. P. Sari & Rahyuda, 2022) That career development has an influence on job satisfaction (I. P. Sari & Rahyuda, 2022) as well as work placements that have an influence on job satisfaction as research conducted by (Iskandar, 2020) so that it can have an impact on improving company quality or performance (Herry Alexander, 2020).

Conclusions

Career development is a long process that must be provided by every company as an obligation to provide opportunities for its employees to carry out career development. In addition to career development, the company will also carry out job placements for all of its employees so that employees or employees work according to the tasks and functions that have been determined by the company, especially XYZ company. With appropriate placement and career development, it is expected to be able to increase job satisfaction which has an impact on improving the performance of XYZ company employees. The results showed that career development and job placement had a significant effect on job satisfaction with a value of 21.2%, although career development had a negative effect and placement had a positive effect. This is because there are employees or respondents who are not grateful for their career achievements so that job satisfaction decreases. In addition, it is also known that job satisfaction has a positive and significant influence on the performance of XYZ company employees with a value of 81.7%. With this, the researcher hopes that the results of this study can be used as a source of reference for companies in formulating policies, for readers in broadening their horizons and for researchers in conducting research at a later date.

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