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The Effect Of Placement And Career Development On Employee Performance At PT. Abadi Jaya Solusindo In Tangerang City

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ABSTRACT

This study aims to determine the effect of placement and career development on employee performance at PT Abadi Jaya Solusindo in Tangerang City. The method used is explanatory research with analysis techniques using statistical analysis with regression testing, correlation, determination and hypothesis testing. The results of this study placement has a significant effect on employee performance of 41.6%, the hypothesis test obtained t count> t table or (8.133> 1.986). Career development has a significant effect on employee performance of 43.8%, the hypothesis test obtained t count> t table or (8.508> 1.986). Placement and career development simultaneously have a significant effect on employee performance of 52.6%, the hypothesis test obtained F count> F table or (51.106> 2.700).

Keywords: Placement, Career Development, Employee Performance.

INTRODUCTION

Employee performance in general is a manifestation of work done by employees which is usually used as a basis or reference for employee assessment in an organization. Good performance is a step towards achieving organizational goals, therefore, performance is also a means of determining organizational goals so that efforts need to be made to improve employee performance.

Every company in carrying out its activities must have a goal to be achieved, to achieve or realize these goals every company must be clever in choosing a strategy, especially human resource planning which is essentially focused on certain steps taken by management. On the availability of permanent workers to occupy positions and the right time in order to achieve goals and various targets set. They view work as something noble so that the human resource factor in the implementation of work should not be ignored. This can be seen from the decreasing demand to pay attention to the human aspect, not only focusing on the technological and economic aspects.

Increasing competition in the world of work spurs companies to continue to improve performance, so that they can achieve company goals that generate profit and benefit the community. To achieve company goals electively, of course, quality human resources (workforce) are needed and in accordance with their current fields.

Companies in increasing their productivity carry out a form of activity, namely the placement of workers or employees who have different levels of competence. This difference in ability is determined based on the results of recruitment and company qualifications. Even for job promotions themselves are determined based on the job placement itself. Job placement is one important factor that should not be ignored in achieving company goals. If the company places employees in the wrong place where they are not skilled, employee performance will not be optimal so that the company's goals are ineffective and inefficient. Employee performance and placement greatly affect the achievement of company goals.

If the placement of employees is in accordance with their expertise, employee performance will

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be maximized so that the company's goals can be achieved. In addition, in improving the workforce (employees) there are other aspects in order to achieve the company's goals, namely employee career development. When employees do the same thing repeatedly, it will have a bad impact which will then make the employee feel bored at work. To prevent this from happening, an employee career development process is definitely needed. Where, according to Hasibuan, Malayu SP, 2004:69 career development is an effort to improve the technical, theoretical, conceptual and moral abilities of employees according to the needs of the job/position through education and training.

In carrying out a job, the company needs to conduct a performance appraisal in order to know the effectiveness and success of the performance carried out by employees. According to Mathis and Jackson (2016:61) argue that "Performance appraisal is the process of evaluating how well employees do their jobs when compared to a set of standards, and then communicating that information to employees". According to Thomas and Scott in Hasibuan (2016:28) argue that "Performance appraisal is an assessment of the job performance of an employee, which is one of the most important responsibilities of a manager".

According to Elya (2016:22) "Performance assessment is useful for improving performance in the future, providing feedback on work quality to then study the desired improvement progress in performance". Thomas and Scott in Hasibuan (2016:30) argue that "Employee performance assessment is a means to improve employees who do not do their jobs well and make employees aware of their position and role in creating the achievement of company goals".

Based on the explanation above, the author is interested in taking the research title: The influence of placement and career development on employee performance at PT Abadi Jaya Solusindo in Tangerang City.

1. **Formulation of the problem**
   a. Is there a partial influence between placement and employee performance at PT Abadi Jaya Solusindo in Tangerang City?
   b. Is there a partial influence between career development and employee performance at PT Abadi Jaya Solusindo in Tangerang City?
   c. Is there a simultaneous influence between placement and career development on employee performance at PT Abadi Jaya Solusindo in Tangerang City?
2. **Research purposes**
   a. To determine the partial influence between placement and employee performance at PT Abadi Jaya Solusindo in Tangerang City?
   b. To determine the partial influence between career development and employee performance at PT Abadi Jaya Solusindo in Tangerang City?
   c. To determine the simultaneous influence between placement and career development on employee performance at PT Abadi Jaya Solusindo in Tangerang City?

LITERATURE REVIEW

1. **Placement**

   According to Hasibuan (2016) in Yuniarsih and Suwatno (2013), employee placement is a follow-up to selection, namely placing prospective employees who are accepted (pass the selection) in positions/jobs that require them and at the same time delegating authority to that person. The indicators used include: Education, Work Knowledge, Work Skills, Work Experience.
2. **Career development**

   Career development is very important to be done in order to foster work enthusiasm in employees or employees. According to Rivai (2015:65) defines "Career development is an increase in personal development carried out by someone to achieve a career plan. Furthermore, it is stated that the indicators that need to be considered in career development include the following: Work ability, Exposure, Organizational Loyalty, Mentors and Sponsors, Opportunities to grow
3. **Employee performance**

   According to Mangkunegara (2016:75) the definition of performance is the work results in

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terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The indicators used are as follows: Work quality, Work quantity, Task implementation, Responsibility

4. Research Model

According to Sugiyono (2016) "The research model is a synthesis that reflects the relationship between the variables studied and is a guide to solving research problems and formulating hypotheses in the form of flowcharts equipped with qualitative explanations". In this study, the research model created is as follows:

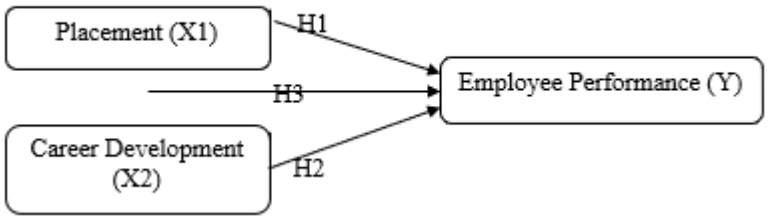


Figure 1 Research Model Paradigm

5. Research Hypothesis

The hypothesis that the researcher put forward is as follows:

H1: It is suspected that there is a significant influence between placement and employee performance at PT Abadi Jaya Solusindo in Tangerang City.

H2: It is suspected that there is a significant influence between career development and employee performance at PT Abadi Jaya Solusindo in Tangerang City.

H3: It is suspected that there is a significant influence between placement and career development simultaneously on employee performance at PT Abadi Jaya Solusindo in Tangerang City.

RESEARCH METHODS

1. Population

Population is a group of objects determined through certain criteria that will be categorized into objects to be studied. According to Sugiyono (2016) defines population as the number of generalization areas consisting of objects or subjects that have qualities and characteristics determined by researchers and then conclusions are drawn. The population in the study amounted to 95 respondents of PT Abadi Jaya Solusindo in Tangerang City

2. Sample

According to Sugiyono (2016), "Sample is the number and characteristics possessed by the population". While Suharsini Arikunto (2010) argues that "Sample is part or representative of the population being studied". The sampling technique in this study is saturated sampling, where all members of the population are used as samples. Thus, the sample in this study amounted to 95 respondents.

3. Types of research

The type of research used is associative, where the aim is to find out the relationship between...

4. Data Analysis Methods

In analyzing the data, instrument tests, classical assumption tests, regression, coefficient of determination and hypothesis tests were used.

RESEARCH RESULT

1. Instrument Test

In this test, validity tests and reliability tests were used.Validity testing is intended to determine the accuracy of data on the suitability between what is to be measured and the measurement results. According to Sugiyono (2016) "Valid means there is a similarity between the collected data and the actual data". While Ghozali (2013) argues "A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire". To

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conduct a validity test, the 2-tailed significance value is compared to 0.05 with the following provisions:

1) JIf the significance value is 2 times less than 0.05, then the instrument is valid,
2) JIf the significance value of 2 is > 0.05, then the instrument is not valid,

From the test results, each statement item for all variables obtained a 2-tailed significance value of 0.000 < 0.05, thus the instrument is valid.

The next test is the reliability unit. The reliability test analysis model used in this study is the Cronbach Alpha model. According to Ghozali (2013) "Reliability is a tool to test the consistency of respondents' answers to questions in the questionnaire. A questionnaire is said to be reliable if a person's answer to the question is consistent or stable over time". In its measurement, Cronbach's Alpha analysis was used. Ghozali (2013) classifies the Cronbach's Alpha value as follows:

1) If the Cronbach's Alpha value > 0.60, then it is declared reliable,
2) If the Cronbach's Alpha value < 0.60, then it is declared unreliable,

The test results are as follows:

Table 1. Reliability Test Results

Variables	*Cronbach's Alpha*	Alpha Critical Standard	Information
Placement (X1)	0.733	0.600	Reliable
Career Development (X2)	0.706	0.600	Reliable
Employee Performance (Y)	0.712	0.600	Reliable

Based on the test results above, the overall job placement variables (X1), career development (X2) obtained a Cronbach alpha value greater than 0.60. Thus it is declared reliable.

2. Classical Assumption Test

The classical assumption test is intended to determine the accuracy of data. According to Singgih Santoso (2011) "A regression model will be used to make forecasts, a good model is a model with minimal forecasting errors". Therefore, a model before being used should meet several assumptions, which are commonly called classical assumptions. In this study, the classical assumption tests used include: Normality Test, Multicollinearity Test, Autocorrelation Test, and Heteroscedasticity Test. The results are as follows:

a. Normality Test

The normality test is conducted to test whether in the regression model, the dependent variable and the independent variable are normally distributed or not normally distributed. The results of the normality test with the Kolmogorov-Smirnov Test tool are as follows:

Table 2 Kolmogorov-Smirnov Normality Results

Tests of Normality

	Kolmogorov-Smirnova			Shapiro Wilk		
	Statistics	df	Sig.	Statistics	df	Sig.
Employee Performance (Y)	.083	95	.101	.973	95	.046

a. Lilliefors Significance Correction

Based on the test results in the table above, the significance value α = 0.101 is obtained where the value is greater than the value α = 0.050 or (0.101 > 0.05). Thus, the assumption of the distribution of the equation in this test is normal.

b. Multicollinearity Test

Multicollinearity testing is carried out to ensure that there is no multicollinearity between independent variables or no correlation between variables that are set as models in the study. Multicollinearity testing is carried out by looking at the Tolerance Value and Variance Inflation Factor (VIF) values. The test results are as follows:

Table 3 Results of Multicollinearity Test with Collinearity Statistic.

Coefficientsa

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Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	9,565	2,946			
	Placement (X1)	.352	.085	.380	.613	1,632
	Career Development (X2)	.419	.090	.425	.613	1,632

a. Dependent Variable: Employee Performance (Y)

Based on the test results in the table above, the tolerance value of each independent variable is 0.613 <1.0 and the Variance Inflation Factor (VIF) value is 1.632 <10, thus this regression model does not experience multicollinearity.

c. Autocorrelation Test

Autocorrelation testing is used to determine whether or not there is a deviation in the correlation between sample members. The test is carried out using the Darbin-Watson test (DW test). The test results are as follows:

Table 4 Autocorrelation Test Results

Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.725a	.526	.516	2,535	2,038

a. Predictors: (Constant), Career Development (X2), Placement (X1)
b. Dependent Variable: Employee Performance (Y)

The test results in the table above obtained a Durbin-Watson value of 2,038, the value is between the interval 1,550 - 2,460. Thus, the regression model is stated to have no autocorrelation interference.

d. Heteroscedasticity Test

The heteroscedasticity test is intended to test whether there is inequality in residual variance in a regression model. The test results are as follows:

*Table 5. Results of Heteroscedasticity Test with Glejser Test*Model

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1,732	1,759		.985	.327
	Placement (X1)	-.040	.051	-.105	-.792	.430
	Career Development (X2)	.047	.054	.115	.870	.387

a. Dependent Variable: RES2

The test results using the Glejser test obtained a Sig. value > 0.05. Thus, the regression model has no heteroscedasticity interference.

3. Descriptive Analysis

In this test, it is used to find out the minimum and maximum scores, mean scores and standard deviations of each variable. The results are as follows:

Table 6. Results of Descriptive Statistics Analysis

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Placement (X1)	95	32	48	38.43	3.937
Career development (X2)	95	30	45	38.48	3.695
Employee Performance (Y)	95	32	46	39.21	3,643
Valid N (listwise)	95				

The placement obtained a minimum variance of 32 and a maximum variance of 48 with a mean score of 3.84 with a standard deviation of 3.937.

Career development obtained a minimum variance of 30 and a maximum variance of 45 with a mean score of 3.84 with a standard deviation of 3.695.

Employee performance obtained a minimum variance of 32 and a maximum variance of 46 with a mean score of 3.92 with a standard deviation of 3.643.

4. Verification Analysis.

This analysis is intended to determine the influence of independent variables on dependent

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variables. The test results are as follows:

a. Multiple Linear Regression Analysis

This regression test is intended to determine changes in the dependent variable if the independent variable changes. The test results are as follows:

Table 7. Multiple Linear Regression Test Results

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	9,565	2,946		3.246	.002
	Placement (X1)	.352	.085	.380	4.148	.000
	Career development (X2)	.419	.090	.425	4.636	.000

a. Dependent Variable: Employee Performance (Y)

Based on the test results in the table above, the regression equation Y = 9.565 + 0.352X1 + 0.419X2 is obtained. From the equation it is explained as follows:

1) The constant of 9.565 means that if there is no placement and career development, then there is an employee performance value of 9.565 points.
2) The placement regression coefficient is 0.352, this number is positive, meaning that every time there is an increase in placement of 0.352, employee performance will also increase by 0.352 points.
3) The career development regression coefficient is 0.419, this number is positive, meaning that every time there is an increase in career development of 0.419, employee performance will also increase by 0.419 points.

b. Correlation Coefficient Analysis

The correlation coefficient analysis is intended to determine the level of strength of the relationship between the independent variable and the dependent variable, both partially and simultaneously. The test results are as follows:

Table 8. Results of Testing the Correlation Coefficient of Placement on Employee Performance.

Correlationsb

		Placement (X1)	Employee Performance (Y)
Placement (X1)	Pearson Correlation	1	.645**
	Sig. (2-tailed)		.000
Employee Performance (Y)	Pearson Correlation	.645**	1
	Sig. (2-tailed)	.000	

**. Correlation is significant at the 0.01 level (2-tailed).
b. Listwise N=95

Based on the test results, a correlation value of 0.645 was obtained, meaning that placement has a strong relationship with employee performance.

Table 9. Results of Testing the Correlation Coefficient of Career Development on Employee Performance.

Correlationsb

		Career Development (X2)	Employee Performance (Y)
Career Development (X2)	Pearson Correlation	1	.662**
	Sig. (2-tailed)		.000
Employee Performance (Y)	Pearson Correlation	.662**	1
	Sig. (2-tailed)	.000	

**. Correlation is significant at the 0.01 level (2-tailed).
b. Listwise N=95

Based on the test results, a correlation value of 0.662 was obtained, meaning that career development has a strong relationship with employee performance.

Table 10. Results of simultaneous testing of the correlation coefficient of placement and career development on employee performance.

Model Summary

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Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.725a	.526	.516	2,535

a. Predictors: (Constant), Career development (X2), Placement (X1)

Based on the test results, a correlation value of 0.725 was obtained, meaning that placement and career development simultaneously have a strong relationship with employee performance.

c. Determination Coefficient Analysis

The determination coefficient analysis is intended to determine the percentage of influence of the independent variable on the dependent variable, both partially and simultaneously. The test results are as follows:

Table 11. Results of Testing the Placement Determination Coefficient on Employee Performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.645a	.416	.409	2,800

a. Predictors: (Constant), Placement (X1)

Based on the test results, a determination value of 0.416 was obtained, meaning that placement has a 41.6% contribution to employee performance.

Table 13. Results of Testing the Determination Coefficient of Career Development on Employee Performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.662a	.438	.432	2,747

a. Predictors: (Constant), Career development (X2)

Based on the test results, a determination value of 0.438 was obtained, meaning that career development has a 43.8% contribution to employee performance.

Table 14. Results of Testing the Coefficient of Determination of Placement and Career Development on Employee Performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.725a	.526	.516	2,535

a. Predictors: (Constant), Career development (X2), Placement (X1)

Based on the test results, a determination value of 0.526 was obtained, meaning that placement and career development simultaneously have a contribution of 52.6% on employee performance, while the remaining 47.4% is influenced by other factors.

d. Hypothesis Testing

Partial Hypothesis Test (t-Test)

Hypothesis testing with the t-test is used to determine which partial hypotheses are accepted. First hypothesis: There is a significant influence between placement and employee performance.

Table 15. Results of Hypothesis Testing of Placement on Employee Performance.

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	16,284	2,834		5,747	.000
	Placement (X1)	.597	.073	.645	8.133	.000

a. Dependent Variable: Employee Performance (Y)

Based on the test results in the table above, the calculated t value is > t table or (8.133 > 1.986), thus the first hypothesis proposed that there is a significant influence between placement and employee performance is accepted.

Table 16. Results of Career Development Hypothesis Testing on Employee Performance.

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	14.109	2,964		4,761	.000

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Career development (X2)	.652	.077	.662	8,508	.000

a. Dependent Variable: Employee Performance (Y)

Based on the test results in the table above, the calculated t value is > t table or (8.508 > 1.986), thus the second hypothesis proposed that there is a significant influence between career development and employee performance is accepted.

Simultaneous Hypothesis Test (F Test)

Hypothesis testing with the F test is used to determine which simultaneous hypotheses are accepted.

Third hypothesis: There is a significant influence between placement and career development on employee performance.

Table 17. Results of Hypothesis Testing of Placement and Career Development on Employee Performance.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	656,700	2	328,350	51.106	.000b
	Residual	591,090	92	6.425		
	Total	1247.789	94			

a. Dependent Variable: Employee Turn Over Intention (Y)
b. Predictors: (Constant), Job Satisfaction (X2), Job Placement (X1)

Based on the test results in the table above, the calculated F value was obtained > F table or (51.106 > 2.700), thus the third hypothesis proposed that there is a significant influence between placement and career development on employee performance is accepted.

DISCUSSION OF RESEARCH RESULTS

1. The Influence of Placement on Employee Performance

From the analysis results obtained placement variables have a significant effect on employee performance with a correlation value of 0.645 meaning that the two variables have a strong relationship with a contribution of influence of 41.6%. Hypothesis testing obtained a calculated t value > t table or (8.133 > 1.986). Thus the first hypothesis proposed that there is a significant effect between placement and employee performance is accepted.

2. The Influence of Career Development on Employee Performance

From the analysis results obtained career development variables have a significant effect on employee performance with a correlation value of 0.662 meaning that both variables have a strong relationship with a contribution of influence of 43.8%. Hypothesis testing obtained a calculated t value > t table or (8.508 > 1.986). Thus the second hypothesis proposed that there is a significant effect between career development and employee performance is accepted.

3. The Influence of Placement and Career Development on Employee Performance

From the analysis results obtained placement and career development variables have a significant effect on employee performance with the regression equation Y = 9.565 + 0.352X1 + 0.419X2, the correlation value of 0.725 means that the two variables have a strong relationship with a contribution of influence of 52.6% while the remaining 47.4% is influenced by other factors. Hypothesis testing obtained the calculated F value> F table or (51.106> 2.700). Thus the third hypothesis proposed that there is a significant influence between placement and career development on employee performance is accepted.

CONCLUSION AND SUGGESTIONS

1. Conclusion

a. Placement has a significant effect on employee performance, the correlation value is 0.645 or strong with a contribution of 41.6%. Hypothesis testing obtained a calculated t value > t table or (8.133 > 1.986). Thus, there is a significant influence between placement and employee performance at PT Abadi Jaya Solusindo in Tangerang City.
b. Career development has a significant effect on employee performance with a correlation value

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of 0.662 or strong with a contribution of influence of 43.8%. Hypothesis testing obtained a calculated t value > t table or (8.508 > 1.986). Thus, there is a significant influence between career development and employee performance at PT Abadi Jaya Solusindo in Tangerang City.

c. Placement and career development have a significant effect on employee performance with a correlation value of 0.725 or strong with a contribution of 52.6% while the remaining 47.4% is influenced by other factors. Hypothesis testing obtained a calculated F value > F table or (51.106 > 2.700). Thus, there is a significant influence between placement and career development simultaneously on employee performance at PT Abadi Jaya Solusindo in Tangerang City.

2. Suggestion

a. Regarding employee job placement, the Company should be selective in placing employees according to their field of expertise.
b. Regarding career development, the company should have a career development program for employees to ensure that employees are right for their jobs.
c. Regarding employee performance, companies should empower employees by enforcing good regulations and providing more intensive career development.

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