

# Testing the Effect of Job Placement and Career Development on Employees Performance

Nashrudin Setiawan, Abdi Setiawan

Faculty of Social Science, Universitas Pembangunan Panca Budi, Medan, Indonesia

[nashrudinsetiawan@dosen.pancabudi.ac.id](mailto:nashrudinsetiawan@dosen.pancabudi.ac.id), [abwan89@gmail.com](mailto:abwan89@gmail.com)

## ABSTRACT

The municipal education office of Medan has an educational motto for all residents of Medan City who have equal rights to get the education, and all educators for the community have a role to educate by their abilities. The problem in this research is whether job placement and career development have a positive and significant effect on the performance of Medan municipality education officials simultaneously and partially. The purpose of this study is to examine the effect of simultaneous and partial of job placement and career development on employee performance. Test results show that F-count has a value of 40.330 and a significant probability of  $0.00 < 0.05$ ; the conclusion is career development and job placement have the significant effect on employees performance simultaneously. Therefore, the first hypothesis is confirmed and acceptable. Partial test results show the t-value of 5,729 of the job placement  $>$  value t-table 1.672, and significance  $0.000 < 0.05$ . These results proved job placements partially have a positive and significant impact on employees performance. The conclusion is that the proposed hypothesis is confirmed and accepted. Furthermore, the test results partially show the value t-count 5,499 of career development  $>$  value t-table 1.672, and significance  $0.000 < 0.05$ . The results of this test proved partially career development have a positive and significant impact on employees performance. Therefore, the researcher's proposed hypothesis is accepted. The results of data processing also show Adjusted R square is worth 0.571 and shows 57.1% contribution of career development variables and job placement on employees performance. Meanwhile, other factors contribute 42.9% worth such as motivation, incentives, and training which are not discussed in this study.

**Keywords:** Job Placement, Career Development, Employees Performance

## 1. INTRODUCTION

Job placement within an organisation must have suitability between employee qualifications or education with the work it carries. Proper job placement with employee ability will provide encouragement and enthusiasm for work. The emergence of excitement encourages employees to optimise their work. Career development as a management activity that has the purpose to improve, and achieve the effectiveness of the work to realise the goals of an organisation. Career development is not only related to the characteristics of an organisation but also related to individuals characteristics and work discipline. Individuals who will plan and which organisation will direct. Employee career development is a formalised approach or activity to increase job satisfaction, knowledge, and employee ability to ensure that people with appropriate qualifications and experience are available within an organisation. Employees performance is a result of the seriousness of the employee performing the tasks entrusted with the skills, experience, and sincerity according to the responsibility that has been given. Based on the previous explanation, the authors formulate the research questions as follows:

RQ1: How is the simultaneous effect of job placement and career development on employees performance in Education Department of Medan Municipality.

RQ2: How is the partial effect of job placement and career development on employees performance in Education Department of Medan Municipality.

## 2. LITERATURE REVIEW

### Job Placement

Placement is the process of placing the right people in the right place. Job placement is a process of the four functions of labour management. Implementation of job placement is the final stage in the process of job analysis, recruitment and selection. Job placement is to place employees as an element of job implementation in a position to match their abilities, skills and expertise (Suwatno, 2013). Therefore, before placement of employees, it is necessary to consider several factors including:

1) Expertise is an ability of individuals to perform certain tasks and work.

- 2) Skill is an ability and operational, technical mastery in specific areas of quality. The process of learning and practice will produce a skill.
- 3) Qualification is a skill required to occupy a particular position. The minimum quality requirement of an acceptable individual is capable of carrying a position of trust and competence.

Meanwhile, Schuler and Jackson (2007) suggested the factors to consider in employee placement are the skills, abilities, preferences and personalities of employees. Personality refers to a unique mixture of characteristics that define a person and determine their interaction patterns in an environment. Job placement system is a set of labour components, especially in placing the right man on the right place, and the system is designed to achieve utility and results that are as large as the predetermined plan. Job placement should be arranged in several combinations to achieve the expected objectives. Job placement system is designed to accomplish certain tasks that are considered complicated and must be modified. Job placement system emphasises the provision of labour to be flexible in operations, as a means of eliminating unsuitable employment planning operations.

Here is a draft of job placement system as follows:

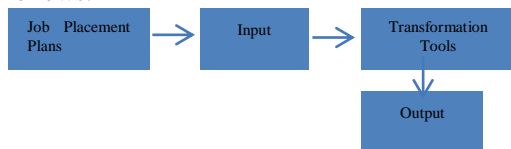


Figure 1 Design of Job placement system  
Source: Bedjo Siswanto Sastrohadiwiryo (2013: 166)

The design of this job placement system is intended to achieve usefulness and results based on predetermined plans. This job placement system can be modified according to what the company wants, and if the task is considered complicated. Each activity requires a stage that must be passed in the implementation.

These stages are chronological sequences that are carried out step by step without leaving the applicable principles. The job placement procedure is a chronological order to place the right person in the right position. Systematically the working mechanism of the placement and selection sections is illustrated as follows:

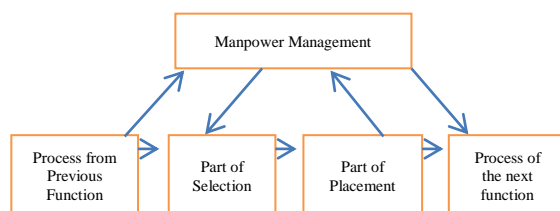


Figure 2. Working Mechanism of Placement Section

**Career Development**

Other scholars argue that career development is a staffing activity that helps employees plan for a career in the future; therefore the company and its employees develop themselves sustainably (Mangkunegara, 2011). Career development is also a process of enhancing individual work skills to achieve the desired career (Rivai, 2008). A study by Mondy (2008) mentioned career development is a formal approach that organisations use to ensure people with the right qualifications and experience are available if necessary.

**Employees Performance**

Employee performance is basically the work of an employee during a particular period compared to various possibilities, such as standards, targets or criteria that have been determined in advance and mutually agreed (Soeprihanto, 2011). Naturally, an assessment still considers the various situations and conditions that affect employee performance. In general, employee performance is a result achieved in a job with the required criteria.

Based on theoretical framework that has been previously described, in this study the authors developed the following hypotheses:

H1: Simultaneously There is a significant effect of job placement and career development on employees performance in Education Department of Medan Municipality.

H2: Partially, there is a significant effect of job placement and career development on employees performance in Education Department of Medan Municipality.

**3. RESEARCH METHOD**

**Type of research**

This research uses a quantitative approach which is an associative type. This type of research discusses the influence or relationship between the two or more independent variable to dependent variable. This study aims to explain the effect of job placement and career development on employee performance.

**Population and Sample**

A population is a generational region consisting of objects or subjects that have certain qualities and characteristics and determined by researchers to be studied and then taken a conclusion (Sugiyono, 2010) states. Population in this research is 60 employees in Medan Municipal Education Office. In this research technique of

sampling used saturated sampling (Sugiyono, 2010).

#### Method of collecting data

This research collects data from two sources, namely secondary and primary. Secondary sources are the collection of data indirectly as through others or documents. Primary data sources are direct data collection through observation, interview and questionnaire (Sugiyono, 2010).

#### Operationalisation Variables

**Job Placement (X1)** in this study is a set of labour components, especially in placing the right man on the right place, and the system is designed to achieve utility and results that are as large as the predetermined plan.

**Career Development (X2)** in this study is a formal approach that organisations use to ensure people with the right qualifications and experience are available if necessary.

**Employees Performance (Y)** in this study is the work of an employee during a certain period compared to various possibilities, such as standards, targets or criteria that have been determined in advance and mutually agreed.

#### Analysis Method

##### 1. Data Quality tests

The purpose is to determine the feasibility of data to be processed in this test.

**Validity tests.** The objective is to know the validity of the instrument data is appropriate or not used in this study.

**Reliability test.** The objective is to know the reliability of the instrument in question or statement on the questionnaire whether it can be reused to measure similar research instruments.

##### 2. Classic Assumption Tests

The goal is to know the interconnections or closeness between independent variables and dependent variable.

**Multicollinearity Test.** The goal is to avoid the symptoms of multicollinearity.

**Normality test.** The goal is to know if this research data is normally distributed.

**Heteroscedasticity Test.** The goal is to know whether or not there is any deviation.

##### 3. Data Analysis Test

This test is to analyse and interpret data and is a step to get answers from this research.

- Multiple Linear Regression Analysis. The aim is to analyse the effect of independent variables and dependent variable.
- F-Test. The aim is to test the effect of independent variables on dependent variable simultaneously.

- T-Test. The goal is to examine the effect of independent variables on dependent variable partially.
- Coefficient Determination. The goal is to find out how significant contribution of independent variables on the dependent variable.

## 4. RESULTS AND DISCUSSION

### Results Test

#### a. Validity test

Results of Validity Test

Statement	Corrected Item-Total Correlation	Conclusion
x1.1	.602	Valid
x1.2	.667	Valid
x1.3	.625	Valid
x1.4	.609	Valid
x1.5	.545	Valid
x1.6	.529	Valid
x1.7	.557	Valid
x1.8	.717	Valid
x1.9	.683	Valid
x1.10	.455	Valid
x2.1	.529	Valid
x2.2	.522	Valid
x2.3	.605	Valid
x2.4	.524	Valid
x2.5	.381	Valid
x2.6	.638	Valid
x2.7	.733	Valid
x2.8	.720	Valid
x2.9	.522	Valid
x2.10	.421	Valid
y1	.723	Valid
y2	.743	Valid
y3	.457	Valid
y4	.600	Valid
y5	.481	Valid
y6	.812	Valid
y7	.680	Valid
y8	.780	Valid
y9	.425	Valid
y10	.644	Valid

#### b. Reliability test

The result of Reliability Test

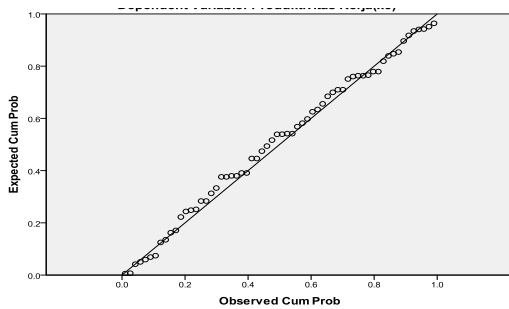
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.947	.948	30

#### c. Multicollinearity Test

The result of Multicollinearity Test

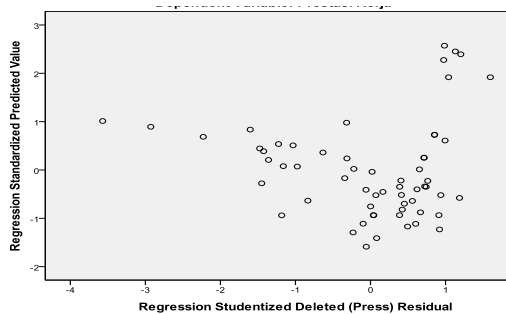
Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Job Placement	.952	1.050
Career Development	.952	1.050

#### d. Normality test



There is a significant effect of job placement and career development on employees performance in Education Department of Medan Municipality simultaneous (H1). Based on the table above indicated that F-count has a value of 40.330 and a significant probability of  $0.00 < 0.05$ ; it is concluded that career development and job placement have the significant effect on employees performance simultaneously. Therefore, the first hypothesis is confirmed and acceptable.

e. Heteroscedasticity test



There is a significant effect of job placement and career development on employees performance in Education Department of Medan Municipality partial (H2). Based on table above indicated that t-value of 5,729 of the job placement > value t-table 1.672, and significance  $0.000 < 0.05$ . This results proved job placements partially have a positive and significant impact on employees performance. It is concluded that the proposed hypothesis is confirmed and accepted. Furthermore, the test results partially show the value t-count 5,499 of career development > value t-table 1.672, and significance  $0.000 < 0.05$ . The results of this test proved partially career development have a positive and significant impact on employees performance. Therefore, the researcher's proposed hypothesis is accepted.

f. Multiple Linear Regression Analysis  
Result of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	2.395	2.537		.944	.349
Job Placement	.408	.071	.500	5.729	.000
Career Development	.401	.073	.480	5.499	.000

5. CONCLUSION

Based on the results of data processing, Equation of this research is formulated as follows:  
 $Y = 2.395 + 0.408 X_1 + 0.401 X_2$ .

Overall the researcher's proposed test is proven and confirmed to be accepted. Job placement is a process of the four functions of labour management. Implementation of job placement is the final stage of the process of job analysis, recruitment and selection. Job placement is to place employees as an element of job implementation in a position to match their abilities, skills and expertise, and Therefore, before placement of employees, it is necessary to consider expertise, skill and qualification. Career development is a staffing activity that helps employees plan for a career in the future. Therefore the company and its employees develop themselves sustainably. Career development is also a process of enhancing individual work skills to achieve the expected career. Hence, career development is a formal approach that organisations use to ensure people with the right qualifications and experience are available if necessary. Employee performance is the work of an employee during a particular period compared to various possibilities, such as standards, targets or criteria that have been determined in advance and mutually agreed. Naturally, an assessment still considers the different situations and conditions that affect employee performance.

g. Simultaneous Hypothesis Test

The results of Simultaneous Hypothesis Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2735.689	2	1367.845	40.330	.000 <sup>a</sup>
Residual	1933.244	57	33.917		
Total	4668.933	59			

h. Partial Hypothesis Test

The results of Partial Hypothesis Test

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	2.395	2.537		.944	.349
Job Placement	.408	.071	.500	5.729	.000
Career Development	.401	.073	.480	5.499	.000

i. Coefficients determination test (R2)

The result of coefficients determination (R2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.765 <sup>a</sup>	.586	.571	5.824

Discussion

**ACKNOWLEDGEMENT**

We gratefully acknowledge the financial support from Universitas Pembangunan Panca Budi.

**REFERENCES**

- Arikunto, (2012), *Statistika Untuk Penelitian*. Bandung : Alfabeta. Bandung.
- Bedjo Siswanto, (2012), *Manajemen Sumber Daya Manusia Perusahaan*. PT. Remaja Rosdakarya. Bandung.
- Edi Sutrisno, (2009), *Manajemen Sumber Daya Manusia Perusahaan*. PT. Refika Aditama. Bandung.
- Flippo, (2010), *Manajemen Sumber Daya Manusia*. Andi. Yogyakarta.
- Handoko, (2010), *Manajemen Sumber Daya Manusia, Cetakan Kesembilan*. PT Bumi Aksara. Jakarta. keduabelas, BPFE. Yogyakarta
- Nasution, M. D. T. P., & Gio, P. U. (2018). *Riset Pemasaran Bagi Pemula Dengan Aplikasi SPSS*.
- Rahmadana, (2006), *Sumber Daya Manusia dan Produktivitas Kerja*. Ilham Jaya. Bandung.
- Setiawan, A. The Effect of Conflict, Performance Appraisal, and Career Development Toward The Employee's Performance.
- Setiawan, N. (2018). PERANAN PERSAINGAN DALAM MENINGKATKAN KUALITAS PELAYANAN (Resistensi Terhadap Transformasi Organisasional). *JUMANT*, 6(1), 57-63.
- Sugiyono, P. Dr. 2010. *Metode penelitian pendidikan pendekatan kuantitatif, kualitatif, dan R&D*.
- Suwatno, (2013), *Tata Kerja Dan Produktivitas Kerja*. CV. Mandar Maju. Bandung
- Sastrohadiwiryo, (2012), *Manajemen Personalia dan Sumber Daya Manusia*. CV Mandar Maju. Bandung
- Schuler and Jackson, (2007), *Manajemen Sumber Daya Manusia Edisi III*. STIE YKPN. Jakarta.
- Siagian, (2013), *Manajemen Sumber Daya Manusia*. Raja Grafindo Persada. Jakarta