

RESEARCH ARTICLE

# PLACEMENT, CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS INTERVENING VARIABLES

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**Abstract :** The Ministry of Social Affairs of the Republic of Indonesia (RI) is a ministry that has the task of organizing and in charge of domestic affairs for the implementation of state governance in the social field. The purpose of this study was to determine and analyze the influence of placement and career development on performance with job satisfaction as an intervening variable at the Ministry of Social Affairs of the Republic of Indonesia. The population is employees taken proportionally with a sample size of 146 respondents. Data collection techniques using questionnaires and analyzed using path analysis with the help of SEM. The results showed that placement and career development had a positive and significant effect on performance through employee job satisfaction at the Ministry of Social Affairs of the Republic of Indonesia. The findings of this study found that the presence of employees as one of the triggers of low performance given the low effectiveness of employees in carrying out their duties and responsibilities.

**Keywords:** Placement, Career Development, Employee Performance, Job Satisfaction.

**JEL Classifications:** E1, K0, L2

## Introduction

Human resources always have a big and dominant role in every organization, because humans had become planners, actors and determinants of the organizational goals achieved. Hence, it needs an organization role to watch over the employees. The highlight on the low of employee work performance has almost never stopped, because by the employees performance, it will be reflected the level of performance accomplishment to achieve the goals, objectives, mission and vision of the organization formulated in the organization's strategic plan.

The state as the highest institution in the regional unit also requires the employees role to achieve the goals. The employees who work for government institutions are called Civil Servants

(PNS). In the scope of government agencies, civil servants have an important role in the bureaucracy as the main executor of government tasks that play a role in the organization to provide the best service for the public. Therefore, they are required to have the best human resources quality based on their respective fields responsible.

As an organization of social ministry, it is always necessary to investigate by carrying out the function of human resource management, these are conducting a recruitment, selecting and retaining the human resources. However, the habitual phenomenon occurred is the good organization performance is disgraced by the employee behaviors. In government organizations, the employees' performance are often not as expected. They often make unnecessary mistakes, such as they

are absent without a clear reason, disobeying the rules of the working time and so forth. This will have an adverse effect on the organization, because they often could not finish the responsible based on the deadline which influence the organization performance. Every organization will strive to always improve the performance of its employees to achieve the goals formulated by the organization. Thus, various ways can be implemented by the organization to improve the performance of its employees such by applying the remuneration's satisfaction by placing the employees based on their expectation.

Various studies related to this problem have been conducted such as, Saleem et al. (2013), Sopiah (2013), Resiona (2014), Herlinawati et al. (2012), and the others which have not specifically measured the employee performance. Meanwhile, various studies on the employees' performance have been conducted. However, it was ignoring the presence as stated by Mathis & Jackson (2011), the employee's performance is what the employees do or do not. The employee's performance variables are operationally measured using dimensions adopted from some elements to measure performance, these are the quantity and quality results, timeliness, attendance and team work ability. In this case, one of the indicators conveyed is the attendance. Although this indicator seems to be one of the indicators used to improve the performance, the effectiveness is apparently still questionable. Thus, it distinguishes the present study from other studies which are significant for further investigation based on the interests of the Ministry of Social Affairs of the Republic of Indonesia.

One of the factors to improve the employee performance of Ministry of Social Affairs of the Republic of Indonesia by the existence of remuneration that has been determined through Presidential Regulation (Perpres) Number 91 of 2013 concerning the performance allowance of Civil Servants (PNS) at the Ministry of Social Affairs. The implementation of remuneration from 2013 to 2017 has increased the performance. However, it is only the employee attendance. In fact, It has not shown the quality and quantity improvement as well as the overall organizational productivity. Besides, the grade upgrading is one of the implementations of career development, which is expected to achieve the higher satisfaction of the Regulation of Minister of Administrative Reform and Bureaucratic Reform Number 34 of 2011).

The phenomenon occurred proves the fact that the placement of employees has not been able to solve problems related to the employment; it is indicated by workload gaps on the employee availability and a minimum number of certain

functionalities as a motor to provide services. The results of observations from daily activities show that the recruitment and placement process are largely not appropriate based on the educational background and competence. It is observed from the educational level which is dominated by graduates of the first and second strata who occupy as the staff and certain functional positions which are not appropriate from the educational backgrounds such as financial positions held by employees of social welfare graduation. In addition, the career development is very slow, so that the placement positions and career development become the problem of employee performance; For this purpose, further research is conducted. The purpose of this study is to determine and analyze the effect of direct and indirect placement and career development on performance and job satisfaction as intervening variables at the Ministry of Social Affairs of the Republic of Indonesia.

## Literature Review

**Employee Performance.** Goldhammer et al., (2001) performance as record of outcomes produced on a specified time period. Although a person's job performance depends on some combination of ability, motivation and situasional constraints, it can be measured only in term of some outcomes. Sementara George and Jones (2005) mendefinisikan performance is an evaluation of the results of a person's behaviour. It involves determining how well or poorly a person has accomplished a task or done a job. Pendapat lainnya menurut Gibson et al., (1996), job performance adalah hasil dari pekerjaan yang terkait dengan tujuan organisasi, efisiensi dan kinerja keefektifan kinerja lainnya. Secara umum dalam mengukur kinerja yang digunakan oleh para ahli meliputi quality of work, quantity of work, job knowladge, creativeness, interpersonal effectiveness, cooperation, dependability, initiative, personal qualities, and adaptability (Gomes (2003), Mejia (2004), Mondy (2012), Benardil and Russel (2001), Robbins and Judge (2015), Byars (2006).

According to Gibson et al., (1996) and Mangkunegara (2013), they suggest that there are three factors which influence a performance: (1) Individual factors: these are an ability, a skill, a family background, a work experience, a social level and one's demography. (2) Psychological factors: these are a perception, a role, an attitude, a personality, a motivation and a job satisfaction. (3) Organizational factors. Thus, performance can be influenced by job satisfaction and placement becomes the focus of this research.

Based on some experts' opinions, it can be concluded that employee performance is a concrete result of work observed based on the responsibilities

given and the organizational goals including indicators of work quality and quantity, timeliness, target, attendance and teamwork.

**Placement.** According to Sastrohadiwiryo (2002), the placement of employees is placing employees as the main of work executor in a position based on the abilities, skills and expertises. Whereas according to Mathis & Jackson (2011) placement is placing one's position into the right job position; an employee work position matches will influence the performance quantity and quality.

According to Manullang (2012), the staff placement process is motivated by the staffing process. Furthermore, the staffing process in the organization starts from recruitment which becomes the first filter to decide the position. The information generated from the recruitment activities then becomes the references to have the second filter selection. The information result is then used in placement as the last filter before people or individuals play a role in the position or job availability.

According to Tohardi (2002), placement is positioning someone on a appropriate job based on the skills, knowledge, abilities, and the needs of the company. It becomes significant according to Hasibuan (2014), the right placement of employees is one of the keys to obtain an optimal work performance of each employee. Therefore, according to Hariandja (2005), placement is the process of assigning/filling positions or reassigning employees to new assignments/positions or different positions. Considering the opinion of Ardana et al., (2012), there are three types of placements; including promotion, transfer, demotion.

The appropriate employees' positions will produce good, empowered and successful employee performance (Michon et al., 2014). Furthermore, according to Mathis & Jackson (2011), they said that the placement of an employee must be based on the respective work knowledge, skills and abilities. The human resource management errors in placing employees will have an impact on various things such as job satisfaction, organizational commitment and intensity to leave. In this case, the good employees performance will create job satisfaction which ultimately improve the performance.

According to some experts, it can be concluded that the placement of employees is the policy of Human Resources (SDM) to determine the job position to complete work tasks as the responsibility that has been given includes indicators of ability, skills, expertise and skills, transfer (rotation), demotion.

**Career Development.** A career development is a formal approach adopted and implemented by organizations to guarantee people who have appropriate skills and experiences are available when needed (Dharma, 2007). A career planning and development basically includes two main processes; these are career planning and management. The career planning focuses on the employees, while career management concerns to the organization (Muhammin, 2004). The benefits of career planning gives better understanding and easy to identify the expected career goals.

A career is a series of interlinked-work positions which help a person grow in the skills, success and work fulfillment (Dessler, 2009). The efforts of employee career development are performed by improving employee competencies depend on career areas and career paths through education, training and work experience. Adekola (2011) defines career development is a way to convince companies to get talent and abilities from their employees to rise a higher level. The management and career development will always increase the effectiveness and creativity of human resources to support companies in achieving goals (Robbins and Judge, 2015).

The career development model of Simamora (2014) shows how employees, managers, and organizations contribute the effective career planning, and ensures the careers meet the abilities and the employee's interests. Each element contributes to have the effective career management and ensure the internal staffing decisions assign the individuals some roles who contribute to the organizational goals. Furthermore, Dessler (2009) said that to provide career-oriented training and development opportunities, it must offer career information, career programs, and a variety of career choices. Most employees finally classify their employers based on the organization allows them to exceed and become people they believe having potential. They will help applying the commitment toward the employers, and their overall job satisfaction. In this case, career development ensures that has reached the best capabilities in order to create employee's job satisfaction that can provide the best contribution to the organization.

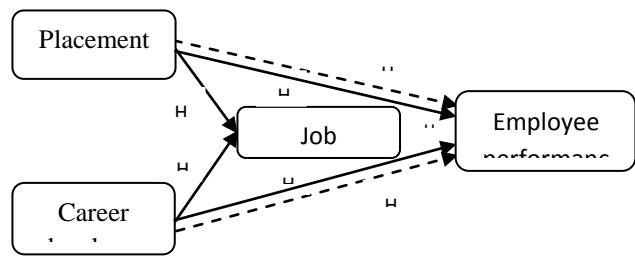
Based on some experts' opinion, it can be concluded that career development is a formal approach to improve and increase the capabilities and responsibilities of an employee who can open opportunities to achieve a career planning during the work period by observing the education indicators, training, loyalty, experience, commitment, and work time.

**Job Satisfaction.** According to Gibson et al., (1996) job satisfaction is an attitude that individuals have about their jobs. It results from their perception of their job, based on factors of the works environment, such as the supervisor's style, policies and procedures, works group affiliation, working condition, and fringe benefit. The other job satisfaction definition according to Scherrnerhorn et al., (1991) is the degree to which individuals feel positively or negatively about their job. It is an emotional response to one's tasks, as well as the physical and social conditions of workplace. In concept, job satisfaction also indicates the degree to which the expectation in someone's psychological contract are fulfilled.

Meanwhile the job satisfaction definition according to Davis & Newstrom (1996) is part of life satisfaction. The nature of one's environment off the job influences one's feelings on the job. Similarly since a job is an important part of life, job satisfaction influences one's general life satisfaction. According to Colquitt et al., (2015), job satisfaction is a pleasant emotional state that is caused by the assessment of a person's performance or work experience by dimensions of salary, promotion, co-workers, supervisors and the job itself. The same argument was also expressed by Luthans (2006), job satisfaction is the result of employee perceptions about how good their performance to give the valuable contribution. The variable of employee job satisfaction is operationally measured by using determinant dimensions, such as the performance, co-workers, bosses, salaries, promotion opportunities and working conditions.

The high and low level of job satisfaction felt by employees will affect the employee commitment toward the organization, and the commitment will affect the concerned employee's job satisfaction. The satisfied employees will be more likely involved to the organizations that increase a productivity, meanwhile employees who are not satisfied will influence the reach of organization's goals. Although job satisfaction is interesting and important, the most fundamental thing is the influence of job satisfaction on the organization that will affect the performance of employees (Mathis and Jackson (2011).

Based on the description above, it can be synthesized that job satisfaction is the orientation of an individual in a pleasant or unpleasant emotional condition that resulted from the performance assessment and the indicators such as, salary, promotion, co-workers, supervision, and work form.



**Figure 1.** Research

### The Research Hypotheses:

- H1: Placement has a positive effect on employee performance at the Ministry of Social Affairs of the Republic of Indonesia.
- H2: Career development has a positive effect on employee performance at the Ministry of Social Affairs.
- H3: Placement has a positive effect on employee job satisfaction at the Ministry of Social Affairs of the Republic of Indonesia.
- H4: Career development has a positive effect on employee job satisfaction at the Indonesian Ministry of Social Affairs.
- H5: Job satisfaction has a positive effect on employee performance at the Indonesian Ministry of Social Affairs.
- H6: Placement has a positive effect on employee performance through job satisfaction at the Indonesian Ministry of Social Affairs.
- H7: Career development has a positive effect on employee performance through job satisfaction at the Indonesian Ministry of Social Affairs.

### Methodology

The study was conducted at the Ministry of Social Affairs's Education, Research and Socialization (BP3S) Agency using the explanatory research method by a quantitative approach. The primary data obtained through questionnaires. The sampling method uses stratified random sampling based on class positions and rank groups ranging from group I to group IV. The sample size used was 146 respondents. The data analysis technique uses the Structural Equation Modeling (SEM) program through the AMOS program.

## Result and Discussion

Hypothesis testing is done by comparing the value of C.R. (critical ratio) found in the AMOS output table with a critical value or minimum tcount of 1.96, following the value of C.R on regression weights as shown in the following table.

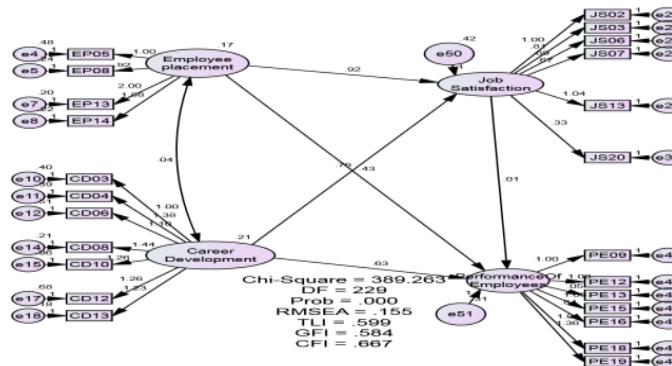


Figura 1. Output Diagram SEM

Tabel 1. Regression Weights

			Esti mate	S .E.	C .R.	P	La bel
E P	<- --	P L	0,389	0,1 34	2,8 98	0,0 04	par_ 25
E P	<- --	C D	0,266	0,1 17	2,2 81	0,0 23	par_ 22
J S	<- --	P L	0,431	0,1 41	3,0 46	0,0 02	par_ 21
J S	<- --	C D	0,544	0,1 28	4,2 38	***	par_ 24
E P	<- --	J S	0,378	0,1 06	3,5 62	***	par_ 23

Source: Results of Amos 24 '2018

The table above shows every number of C.R. the same as the tcount so that a comparison between thitung and the critical point will be made with a significance level of 5%. The value of the critical point at 5% significance is 1.96. If the value is C.R. greater than the critical value with a significance level of  $p < 0.05$ , then the proposed hypothesis is accepted; vice versa if the value of C.R. has not been able to reach its critical value at a significance level of  $p > 0.05$ , then the proposed hypothesis is rejected.

The direct effect of placement on the performance of employees of the Ministry of Social Affairs of the Republic of Indonesia.

C.R value. amounting to 2,898; the value is above the critical value of 1.96. With a coefficient of 0.389 it can be interpreted as a sufficient coefficient value and a probability smaller than 0.05, which is equal to 0.014. This is because the estimate value indicates

positive value. Then it can be concluded that the more precise the placement can tend to improve employee performance; so the first hypothesis is fulfilled. Based on the results of this hypothesis test it can be concluded that placement has a positive and significant direct effect on employee performance. The right placement according to their abilities and expertise can improve employee performance.

Placement of employees is to place one's position into the right job position, how well the employee fits in with his job will affect the quantity and quality of work; this was confirmed by the opinion of Mathis & Jackson, (2011) that the placement of an employee must be based on knowledge, skills and abilities that are in accordance with the conditions of work; Human resource management errors in placing employees will have an impact on various things such as job satisfaction, organizational commitment and intensity to leave. If viewed from the opinions and results of the study it can be concluded that the proper placement of employees will produce good, empowered and successful employee performance (Michon et al., 2014).

The results of this study are supported by previous research conducted by Fadilah, A. N. (2013) proving that the placement of employees has a positive influence on employee performance. The same thing is also reinforced by the research of Meigantari & Netra (2016), Kusuma & Ardiana (2014), Herlinawati et al., (2012), Johari & Yahya (2016) and Resiona (2014); overall the results of his research indicate that placement has a positive and significant influence on employee performance.

Direct influence of career development on the performance of employees of the Ministry of Social Affairs of the Republic of Indonesia.

C.R value. amounting to 2,281; the value is above the critical value of 1.96. With a coefficient of 0.266 it can be interpreted as a sufficient coefficient value and a probability smaller than 0.05, which is equal to 0.023. This shows that career development has a positive and significant direct effect on employee performance; so the second hypothesis is fulfilled. Based on the results of the hypothesis test, it was concluded that career development had a positive and significant direct effect on employee performance. A good career development will affect the performance of employees in carrying out their duties and responsibilities.

In the career development model of Simamora (2014) shows how employees, managers, and organizations contribute to effective career planning, ensuring that careers meet the abilities and interests of employees. Each party contributes to effective career management ensuring that internal staffing

decisions assign roles to individuals who contribute to organizational goals.

The results of this study are supported by previous research conducted by Bianca et al., (2013), Taurina (2010) and Evanda (2017), proving that career development has a positive and significant direct influence on employee performance. To improve employee performance, it must pay attention to career development; the better the career development system is clear and directed, the employee's performance can increase. Improving employee performance through career development also influences organizational effectiveness. There are a number of things that can make career development affect employee performance, including providing training coaching and skill development, empowering human resources, participation and delegation.

The direct influence of placement on the job satisfaction of the Ministry of Social Affairs employees.

C.R value. amounting to 3,046; the value is above the critical value of 1.96. With a coefficient of 0.431 it can be interpreted as a strong coefficient and a probability smaller than 0.05 which is equal to 0.002. This shows that placement has a positive and significant direct effect on employee job satisfaction; so the third hypothesis is fulfilled. Based on the results of the hypothesis test it was concluded that the placement had a positive and significant direct influence on pe job satisfaction.

## Conclusion and Future Works

Based on the analysis in this study, conclusions were obtained as follows: (1) Placement has a positive and significant effect on employee performance; meaning that the more appropriate placement in accordance with the expertise they have can improve employee performance. (2) Career development has a positive and significant effect on employee performance; meaning that the better career development of employees can improve employee performance. (3) Placement has a positive and significant effect on job satisfaction; meaning that placement in accordance with their expertise can increase employee job satisfaction. (4) Career development has a positive and significant effect on job satisfaction; good career development can increase employee job satisfaction. (5) Job satisfaction has a positive and significant effect on employee performance; meaning that the better job satisfaction can improve employee performance. (6) Placement has a positive and significant effect on employee performance through job satisfaction; meaning that the right placement can increase job

satisfaction which will then be able to improve employee performance. (7) Career development has a positive and significant effect on employee performance through job satisfaction; meaning that good career development can improve employee job satisfaction which can further improve employee performance.

The findings of this study found that the presence of employees as one of the triggers for low performance given the low effectiveness of employees in carrying out their duties and responsibilities. Overall there is an increase in performance but not yet significant, the accuracy of the presence and effectiveness of work is a concern; The next researcher hopes to conduct research on other public institutions by paying attention to the work effectiveness of employees

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