



THE INFLUENCE OF JOB PLACEMENT, WORK EXPERIENCE AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE AT THE SOUTH SUMATRA PROVINCIAL PU BINA MARGA AND SPATIAL PLANNING OFFICE.

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ABSTRACT

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This research seeks to examine the impact of job placement, work experience, and career development on employee performance at the Office of Public Works Bina Marga and Spatial Planning of South Sumatra Province. The research used descriptive quantitative methodologies and sampling procedures, using simple random sampling based on the Slovin formula, with a sample size of 130 respondents drawn among 192 ASN workers. Multiple linear regression was used for data analysis. The findings indicated that job placement, work experience, and career advancement each had a favourable and substantial influence on employee performance. Of these characteristics, career advancement has the most significant impact. The three factors concurrently have a substantial impact on employee performance. The correlation coefficient signifies a robust association, but the coefficient of determination reveals that the majority of the variability in employee performance is accounted for by these three components, with a little proportion affected by external variables not included in this research.

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INTRODUCTION

In the fast-paced globalized society, corporate competitiveness is become even more fierce. Companies must continuously innovate and enhance their performance to survive and stay competitive in a challenging market. Employee performance is one of the elements mostly influencing corporate performance. Employees are essential to a company's success, making it crucial for businesses to recognize that human resources (HR) are a key factor in gaining a competitive advantage. To achieve company goals, efforts are needed to improve employee performance (Permata Sari & Ali Alam, 2023). Strong employee performance is a direct outcome of effective human resource management within the company (Afriyani et al., 2023). Performance reflects the extent to which tasks are accomplished within an organization as part of its efforts to achieve its goals, objectives, mission, and vision (Yustini et al., 2022). Performance can be defined as a manifestation of employee work behavior, which is shown as a professional achievement related to the designated role in an organization during a certain period of time. This phenomenon arises from the idea that employee performance serves as an important determinant of company success and longevity (Budi, 2022).

In the public sector, the significance of employee performance is equally crucial. Government institutions must ensure that their workforce operates efficiently to fulfill public service obligations and infrastructure development. One such institution is the Public Works Bina Marga and

Spatial Planning Office of South Sumatra Province, which plays a vital role in infrastructure development and spatial management within the region. With a vision to create quality infrastructure, this agency faces significant challenges in adapting to rapid changes in public sector management. To enhance employee performance, it is essential to consider factors influencing productivity, such as job placement, work experience, and career development. By addressing these aspects, the agency can ensure that its workforce remains competent and motivated, ultimately contributing to the province's overall development goals.

Proper job placement allows employees to work more effectively, utilize their competencies to the fullest, and produce better performance. Conversely, inappropriate job placement can lead to dissatisfaction, decreased motivation, and decreased employee performance. The principle of job placement must be applied effectively and consistently to ensure that employees work in alignment with their specializations and expertise. With the right employee job placement, work passion, work mentality, and work performance will achieve optimal results (Sumiyati & Siregar, 2021).

Moreover, employee performance is much shaped by work experience. Work experience reflects an individual's ability to perform a job and offers a valuable opportunity to improve job performance. The more work experience a worker has, the more competent he is in his job (Dwi Rosanti & Halimah, 2021). Extensive work experience allows employees

to face various challenges more effectively and efficiently. With experience, employees become more skilled in performing their tasks and develop a greater ability to solve complex problems.

In addition, career development is also a very important factor in influencing employee performance. Career development refers to the company's efforts to assist employees in improving skills, knowledge, and experience in order to achieve higher career potential (Zulbahri et al., 2023). To help an employee achieve greater career goals in the future, career development is a process used to help them develop their potential (Anandita et al., 2021). Employees who see career development prospects in the company tend to have higher motivation to work hard and improve their performance.

The research gap in this study lies in the inconsistency of research results regarding the effect of job placement, work experience, and career development on employee performance. Syatoto's research (2020) found that job placement has a significant effect on employee performance, while research by Abram et al. (2022) and Utami et al. (2023) showed the opposite result. The same thing happens with work experience, where Yunanti (2020) found a significant effect, while Sitompul & Simamora (2021) and Dasururi et al. (2022) state that work experience has no effect on employee performance. Differences in research results are also found in the effect of career development, where Suryani et al. (2020) found a significant positive impact, but Saepudin & Noorzaman (2023) and

Rialmi & Patoni (2020) stated that there was no significant effect. This difference in findings raises uncertainty about the relationship between these three factors on employee performance, so further research is needed in the context of the Public Works Office of Bina Marga and Spatial Planning to understand the factors that influence these varying results.

The phenomenon of problems faced today includes the mismatch between employee placement and their educational background and expertise. In addition, the lack of work experience, especially for new employees, causes difficulties in completing the assigned tasks. In addition, less than optimal career development is also a factor that can reduce employee motivation and productivity. Based on the data obtained, 58% of employees experience a mismatch between job placement and educational background and expertise, which can hinder work effectiveness and organizational productivity. In addition, 86% of new employees with less than five years of work experience have experienced difficulties in completing tasks, indicating the need for more intensive training and mentoring. Another significant factor is suboptimal career development, where 71% of employees feel they do not have adequate development opportunities, leading to 76% of them experiencing a decrease in work motivation. This finding confirms that an improved employee placement system, experiential training, and a clearer and more structured career development program are necessary to improve employee motivation, performance, and overall productivity.

The urgency of this research is further reinforced by the strategic role of the Public Works, Highways, and Spatial Planning Office in regional infrastructure development, which is a crucial element for economic growth and community well-being. Low employee performance can directly impact infrastructure project delays, budget inefficiencies, and suboptimal public service quality. Therefore, gaining an in-depth understanding of how factors such as job placement, work experience, and career development influence employee performance will provide data-driven solutions for policymakers and human resource management to enhance organizational effectiveness.

This study complements and improves on previous research by providing a more comprehensive perspective on the relationship between job placement, work experience, and career development on employee performance in the context of the public sector, especially in government agencies. Some previous studies have produced contradictory findings regarding the influence of these factors on employee performance, so there are still research gaps that need to be addressed.

Thus, the purpose of this study is to examine how these factors affect the performance of employees at the South Sumatra Province's Public Works Bina Marga, and Spatial Planning Office.

LITERATURE REVIEW

Job Placement

Job placement is the process of assigning employees to positions that align with their abilities, skills, and interests. Job placement is an activity executed by the leadership or human resources department to assess whether an individual retains a particular position based on their knowledge, skills, and competencies (Purnaswati & Hirfiyana Rosita, 2020). Placement is a follow-up to the selection process, involving the assignment of selected candidates to positions that match their qualifications while delegating responsibilities accordingly (Sartika, et al., 2022). According to Srimulatsih (2023), relevant job placement not only includes the alignment of skills and responsibilities, but also requires an evaluation of the compatibility between organizational culture and individual aspirations.

Job placement not only has a direct impact on employee performance, but also affects work experience and career development, with appropriately placed employees gaining relevant experience faster, facilitating skill enhancement and professional growth, and laying the foundation for long-term career development by ensuring that they are in a position that allows for future growth Yunanti (2020). Proper job placement ensures employees are placed in positions that match their competencies, skills and interests. This increases productivity, job satisfaction and operational efficiency, ultimately resulting in better employee performance.

According to Parera, et al. (2021), there are 4 indicators in job placement, namely: Education,

Working Knowledge, Working Skills, Work Experience

H1: It is suspected that Job Placement has a significant effect on Employee Performance.

Work Experience

According to Ratu, et al. (2020), Work experience denotes the breadth of an individual's knowledge and skill mastery in their profession, which may be quantified by the duration of employment and the degree of expertise and abilities attained. Work experience refers to the duration dedicated to developing knowledge, abilities, and attitudes according to the frequency and kind of duties (Basyit et al., 2020). Kurniawan & Susanto (2021) said that work experience reflects an individual's skill and competency, quantifiable by their cumulative professional endeavours over their career. The longer a somebody works, the more professional experience they collect.

Not only does work experience have a direct impact on performance, but it also strengthens the effectiveness of job placements, where employees who have previous experience in a role will adapt more quickly and require less training, making them a valuable asset to the organization, as well as improving career development prospects, as individuals with deep practical expertise are more likely to qualify for promotions and higher roles (Nurdin, 2023). The longer a person works, the more knowledge, skills and understanding of tasks and work processes they have. Work experience allows individuals to work more efficiently, overcome challenges better, and improve the speed and quality of work, which

ultimately contributes to more optimal employee performance.

According to Putra, et al. (2022), work experience has 3 indicators as follows: Length of Time / Period of Work, Level of Knowledge and Skills Possessed, Mastery of Work and Equipment

H2: It is suspected that Work Experience has a significant effect on Employee Performance.

Career Development

The term "career" refers to the developmental journey of roles or positions that individuals undertake throughout their lives. This journey includes changes in values, attitudes and motivations that occur with age, so that individuals reach a higher level of maturity. In addition, careers also involve efforts that are carried out systematically and continuously, with the main focus on improving and developing employee competencies (Nasfi, et al., 2020). Career development is a systematic improvement in individual work abilities, which is carried out with the aim of achieving an aspired career (Pricilla & Octaviani, 2020). Career development is a process designed to enhance employees' skills, knowledge, and competencies, enabling them to perform more effectively in their roles (Pebianti et al., 2023).

The relationship between career development and job placement is significant, in that employees who are placed in roles that match their aspirations are more likely to engage in career development initiatives, while work experience plays an important role in career growth as individuals with extensive experience are better prepared for promotions

and upskilling opportunities, so career development serves as a bridge linking job placement and work experience and forms a comprehensive framework for improving employee performance Yunanti (2020). Good career development allows employees to improve skills, competencies, and work motivation. With career development opportunities, employees will be more enthusiastic at work, have clearer targets, and strive to achieve better work results, so as to improve individual and overall organizational performance.

According to Wirayudha & Adnyani (2020), there are 5 indicators in career development, namely: Fair Treatment in Career, Caring of Superiors, Competence, Interest in Promotion, Formal Education

H3: It is suspected that Career Development has a significant effect on Employee Performance.

Employee Performance

Performance is the achievement of individual work based on their skills and responsibilities, which contributes to organizational goals and customer satisfaction, with performance appraisal as a feedback tool (Puspita et al., 2024). Performance refers to the attainment of individual or collective work outcomes within an organization over a specified timeframe, assessed against established standards, objectives, or criteria, and conducted in a lawful, ethical manner, in alignment with authority and responsibility to fulfill organizational objectives (Handayani & Arda, 2024).

Proper job placement ensures that employees work in positions that match their competencies, making

them more productive and satisfied with their jobs. Work experience enriches employees' skills and understanding of their tasks, enabling them to work faster and more efficiently. Meanwhile, career development provides motivation, enhances skills, and strengthens employees' commitment to the organization. The combination of these three factors simultaneously contributes to improving employee performance in terms of productivity, efficiency, and loyalty in the workplace.

According to Budi (2022), employee performance indicators include several important aspects to measure their productivity and contribution, namely: Work Quantity, Work Quality, Independence, Initiative, Adaptability, Cooperation

H4: It is suspected that Job Placement, Work Experience, and Career Development simultaneously have a significant effect on Employee Performance.

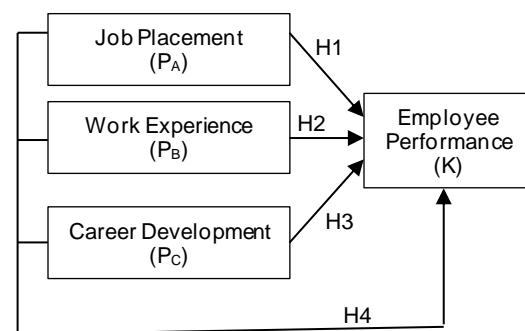


Figure 1. Research Fraework

Source: Data processed by author (2024)

RESEARCH METHODS

Research Approach

This research will apply quantitative methods to collect data systematically and analyze it using statistical techniques to identify

patterns and relationships between variables. Quantitative research methods are methods based on the philosophy of positivism, used to research certain populations or samples, with data collection using research instruments, and the resulting data are numbers that are analyzed statistically (Sugiyono, 2022). The quantitative method was chosen because it is in accordance with the research objectives that want to measure the relationship between variables objectively and systematically. Quantitative methods allow researchers to collect and analyze numerical data that can be tested statistically, so that the research results are more measurable and generalizable. This study method endures for a duration of six months or one semester.

Data and Sample

This study employs the Simple Random Sampling method. According to Sugiyono (2022), Simple Random Sampling is a random sampling of the population without regard to the strata in the population. To determine a representative sample size, the researcher applied the Slovin formula with a 5% margin of error (Sugiyono, 2022). This method ensures that the selected sample adequately reflects the characteristics of the population, allowing for better generalization of the research findings. The population in this study consists of 192 civil servants (ASN/PNS) working at the Public Works Office of Bina Marga and Spatial Planning in South Sumatra Province. From this total population, 130 employees were selected as the sample based on calculations using the Slovin formula.

To ensure that the sample truly represents the population, selection was conducted randomly, without preference for job position, years of service, or other factors. This ensures that every employee has an equal opportunity to be chosen, preventing bias and accurately reflecting the overall population.

Data Collection Techniques

This study uses primary data collection techniques through survey methods by distributing questionnaires to 130 employees of the Public Works, Bina Marga, and Spatial Planning Office of South Sumatra Province. The questionnaire consists of closed questions based on a Likert scale with five answer options: 1 (Strongly Disagree), 2 (Disagree), 3 (less agree), 4 (Agree), and 5 (Strongly Agree), as explained by Sugiyono (2022), which states that the Likert scale is used to measure a person's attitudes, opinions, and perceptions of social phenomena. The questionnaire was carefully designed, ensuring the validity and reliability of the instrument to accurately measure the research variables. The data collection process involves several stages, including questionnaire design, distribution both physically and digitally, and data verification to ensure completeness and consistency of answers before further statistical analysis is conducted. This approach aims to obtain accurate and relevant information to support the validity of the research findings.

Data Analysis Techniques

In this study, the researcher utilized SPSS Version 25 as a data analysis tool. Instrument testing was

conducted through validity and reliability tests to ensure the quality of the data used. Furthermore, the study applied classical assumption tests, including normality, heteroscedasticity, and multicollinearity tests, to validate the feasibility of the regression model. Additionally, the analysis involved partial test (t-test), simultaneous test (F-test), multiple linear regression, as well as correlation and determination coefficients to measure the relationships and effects of the variables in this study.

Methodology Limitations

This study has several methodological limitations that need to be considered. The use of questionnaires as the main instrument has the potential to cause self-report bias, so data triangulation with other methods such as interviews or observations is needed. In addition, the research focus on one organization limits the generalizability of the results, so further studies can compare several agencies to gain greater insight. Other external factors, such as organizational culture and job satisfaction, were also not analyzed despite their potential to influence employee performance. Therefore, future research is recommended to consider additional methods and variables to produce more accurate and applicable findings.

RESULTS AND DISCUSSION

Results

Respondent Characteristics

Table 1. Respondent Data Based on Gender

Gender	Amount	%
Male	91	70,0%

Female	39	30,0%
	130	100,0%

Source: Research Data, 2024

Table 1, shows data that the majority of employees of the South Sumatra Provincial Bina Marga and Spatial Public Works Office are male (70.0%), reflecting the dominance of field work in the field of infrastructure and spatial planning.

Table 2. Respondent Data Based on Age

Age	Amount	%
18-29	15	11,5%
30-40	49	37,7%
41-50	58	44,6%
>50	8	6,2%
	130	100.0%

Source: Research Data, 2024

Table 2 presents data on employees of the Public Works, Bina Marga, and Spatial Planning Office of South Sumatra Province based on age, showing that the majority are aged 41-50 years (44.6%).

Table 3. Respondent Data Based on Length of Service

Length of Service	Amount	%
1-5 Years	14	10,8%
6-10 Years	24	18,5%
11-15 Years	57	43,8%
>15 Years	35	26,9%
	130	100.0%

Source: Research Data, 2024

Table 3, shows that the majority of employees of the South Sumatra Provincial Bina Marga and Spatial Planning Office have a tenure of 11-15 years (43.8%). Of the total 130 employees, 14 people (10.8%) worked for 1-5 years, 24 people (18.5%) for 6-10 years, and 35 people (26.9%) more than 15 years.

Tabel 4. Respondent Data Based on Last Education

Last Education	Amount	%
SMA/SMK	27	20,8%
D3	13	10,0%
S1	75	57,7%
S2	14	10,8%
S3	1	8%
	130	100.0%

Source: Research Data, 2024

Table 4, shows that the majority of employees of the Public Works Office of Bina Marga and Spatial Planning of South Sumatra Province have the latest education S1 (57.7%). Of the total 130 employees, 27 people (20.8%) SMA/SMK, 13 people (10.0%) D3, 14 people (10.8%) S2, and 1 person (0.8%) S3.

Validity And Reliability Test

Table 5. Validity and Reliability Test Results

Variables	Indicator	R _{count} >0.172	Cronbach Alpha >0,6
Job Placement	PA.1	0,742	0,852
	PA.2	0,812	
	PA.3	0,742	
	PA.4	0,781	
	PA.5	0,745	
	PA.6	0,749	
	PA.7	0,606	
	PA.8	0,519	
Work Experience	PB.1	0,793	0,839
	PB.2	0,774	
	PB.3	0,735	
	PB.4	0,784	
	PB.5	0,643	
	PB.6	0,733	
Career Development	PC.1	0,802	0,868
	PC.2	0,774	
	PC.3	0,645	
	PC.4	0,344	
	PC.5	0,784	
	PC.6	0,626	
	PC.7	0,834	
	PC.8	0,777	
	PC.9	0,617	
	PC.10	0,429	
Employee Performance	K.1	0,656	0,815
	K.2	0,696	
	K.3	0,684	
	K.4	0,667	
	K.5	0,666	
	K.6	0,587	
	K.7	0,523	
	K.8	0,444	
	K.9	0,486	
	K.10	0,469	
	K.11	0,500	
	K.12	0,441	

Source: Data processed by researchers (2024)

The validity test of the questionnaire was carried out to ensure the accuracy of each statement in the variables of Job Placement (PA), Work Experience (PB), Career Development (PC) and Employee Performance (K). The test results

indicate that every statement within each variable is deemed valid, as the value of r_{count} exceeds r_{table} (0.172). This research used Cronbach's alpha to assess the reliability of the questionnaire statements. Responses to the questionnaire statements are deemed credible if they are consistent and the Cronbach alpha value exceeds 0.60 (Ghozali, 2018). The Cronbach's alpha value over 0.60 indicates that the reliability test findings in Table 5 classify all variables as trustworthy. Consequently, the items for each variable notion are appropriate for use as measuring instruments.

Normality Test

The normality test seeks to confirm that the residuals in the regression model are normally distributed, since both the t-test and F-test presuppose normality. This research used the Kolmogorov-Smirnov technique to assess normality, wherein the regression model satisfies the normality assumption if the one-sample Kolmogorov-Smirnov statistic exceeds 0.05 (Ghozali, 2018).

Table 6. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		130
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	,33829623
Most Extreme Differences	Absolute	,064
	Positive	,060
	Negative	-,064
Test Statistic		,064
Asymp. Sig. (2-tailed)		,200^{c,d}

Source: Data processed by researchers (2024)

An asymp. sig (2-tailed) value of 0.200, which is greater than 0.05, is displayed in Table 6. Based on these results, the data is normally distributed, indicating that the residuals or research data meet the normality assumption. This means that the data follows a typical pattern without significant deviations, ensuring that statistical tests relying on normality, such as regression analysis, can be applied reliably.

Heteroscedasticity Test

The purpose of the heteroscedasticity test is to determine if the regression model's residual variation changes (heteroscedasticity) or stays constant (homoscedasticity) (Ghozali, 2018). A good regression model should be free from heteroscedasticity. Detection is done with a scatterplot graph-if the dots form a certain pattern around the Y axis, there is an indication of heteroscedasticity, while if the pattern is not clear, then heteroscedasticity does not occur.

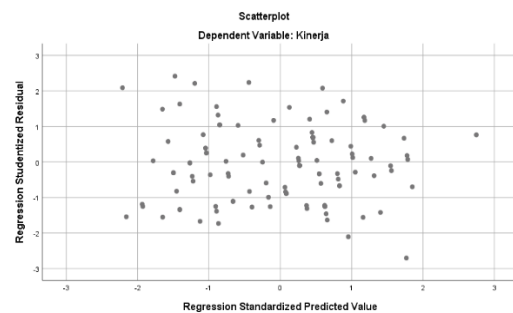


Figure 2. Scater Plot Test for Heteroscedasticity

Source: Data processed by researchers (2024)

Based on the scatterplot of the heteroscedasticity test in Figure 2, it can be seen that the residual points are scattered randomly and do not

form a certain pattern, such as conical or curved, which indicates that the residual variance is relatively constant. The even distribution around the horizontal axis indicates that the regression model does not experience heteroscedasticity, so the assumption of homoscedasticity is met. Thus, the regression model used is good enough to predict the dependent variable "Performance" and does not have residual variance inconsistency problems that can affect the accuracy of the estimation.

Multicollinearity Test

The multicollinearity test aims to identify correlations among independent variables in the regression model. If the variables demonstrate correlation, they are not orthogonal. Multicollinearity is evaluated by the tolerance value and the Variance Inflation Factor (VIF). A model is deemed free from multicollinearity if the tolerance value exceeds 0.10 and the Variance Inflation Factor (VIF) does not surpass 10. The subsequent outcomes of the multicollinearity assessment:

Table 7. Multicollinearity Test Result

Model	Collinearity Statistics	
	Tolerance	VIF
Job Placement	,701	1,427
Work Experience	,583	1,716
Career Development	,686	1,458

Source: Data processed by researchers (2024)

Based on Table 7, the multicollinearity test shows that Job Placement (P_A) has a tolerance of 0.701 > 0.10 and VIF 1.427 < 10, Work Experience (P_B) has a

tolerance of 0.583 > 0.10 and VIF 1.716 < 10, and Career Development (P_C) has a tolerance of 0.686 > 0.10 and VIF 1.458 < 10. Thus, the three variables are free from multicollinearity symptoms. This means that these independent variables do not have a strong correlation with each other, ensuring that the regression analysis can produce accurate and reliable results without distortion caused by overlapping predictor relationships.

Partial Test (t Test)

Table 8. Validity and Reliability Test Results

Coefficients ^a		
Model	t	Sig.
(Constant)	36,827	,000
Job Placement	15,712	,000
Work Experience	2,838	,005
Career Development	98,794	,000

a. Dependent Variable: Employee Performance

Source: Data processed by researchers (2024)

Table 8 of the coefficient test results above provides the following research explanation:

Job Placement (P_A) partially has a significant effect on Employee Performance (K), with a t_{count} of 15.712 > t_{table} 1.979 and a significance level of 0.000 < 0.05. This indicates that better job placement leads to higher employee performance.

Work Experience (P_B) partially has a significant effect on Employee Performance (K), with a t_{count} of 2.838 > t_{table} 1.979 and a significance of 0.005 < 0.05. This shows that more work experience contributes positively to improving employee performance.

Career Development (P_C) partially has a significant effect on Employee Performance (K), with $t_{count} 98.794 > t_{table} 1.979$ and significance $0.000 < 0.05$. This means that the better the career development provided, the higher the employee performance.

Simultaneous Test (F Test)

Table 9. Validity and Reliability Test Results

ANOVA ^a			
Model	df	F	Sig.
Regression	3	5644,735	,000 ^b
Residual	126		
Total	129		

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Placement, Work Experience, Career Development

Source: Data processed by researchers (2024)

Based on Table 9, the F test results show that the variables of Job Placement (P_A), Work Experience (P_B), and Career Development (P_C) simultaneously have a significant influence on Employee Performance (K). With a significance level of 0.05, the F_{table} value is obtained at 2.68 based on $df (N1) = 3$ and $df (N2) = 126$. The calculation results show that $F_{count} 5644.735 > F_{table} 2.68$ and the significance level is $0.000 < 0.05$, so H_0 is rejected and H_a is accepted. This indicates that together, the three independent variables have a significant impact on improving Employee Performance (K).

Multiple Linear Regression Analysis

Table 10. Multiple Linear Regression Analysis Results

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients Beta			
	B	Std. Error				
(Constant)	12,827	,348			36,827	,000
Job Placement	,174	,011	,144		15,712	,000
Work Experience	,046	,016	,028		2,838	,005
Career Development	,731	,007	,913		98,794	,000

a. Dependent Variable: Employee Performance

Source: Data processed by researchers (2024)

Based on the results of the multiple linear regression analysis above, it can be concluded as follows:

$$K = 12,827 + 0,174P_A + 0,046P_B + 0,731P_C + e$$

Where:

The constant value (12.827) indicates that if Job Placement (P_A), Work Experience (P_B), and Career Development (P_C) are zero, then Employee Performance (K) remains at 12.827.

The coefficient value of $0.174P_A$ means that every increase of 1 unit

of Job Placement (P_A) will increase Employee Performance (K) by 0.174, assuming other variables remain constant.

The coefficient value of $0.046P_B$ indicates that each increase of 1 unit of Work Experience (P_B) will increase Employee Performance (K) by 0.046, with other variables constant.

The coefficient value of 0.731P_c indicates that each increase of 1 unit of Career Development (P_c) will increase Employee Performance (K) by 0.731, assuming other variables do not change.

It can be concluded that the variable that has the greatest influence on Employee Performance (K) is Career Development (P_c) with a coefficient of 0.731 and the variable that has the least influence is Work Experience (P_B) with a coefficient of 0.046.

Correlation and Determination Coefficient Test

Table 11. Correlation and Determination Coefficient Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,996 ^a	,993	,992	,342

a. Predictors: (Constant), Career Development, Job Placement, Work Experience

Source: Data processed by researchers (2024)

The correlation coefficient (R) test quantifies the strength of the linear relationship between independent and dependent variables, ranging from -1.00 to 1.00. An R value close to 1.00 indicates a strong positive relationship, while R close to -1.00 indicates a strong negative relationship (Sugiyono, 2022). Based on table 11 above, the results of the correlation coefficient (R) = 0.996 or 99.6% can be obtained, which means that the R value is close to 1. This indicates that there is a very strong and positive relationship

between the independent variable and the dependent variable.

The coefficient of determination (R²) test measures the extent to which independent variables explain variations in the dependent variable. The R² value ranges from 0 to 1 (0 < R² < 1). Table 11 shows the Adjusted R Square value, 0.992, which indicates that job placement, work experience, and career development explain 99.2% of the variance in employee performance. Other variables or factors not included in the model have an impact on the remaining 0.8%.

Discussion

The Effect of Job Placement on Employee Performance

The results of this study indicate that the significance value of job placement based on the t test is t_{count} greater than t_{table} (15.712 > 1.979), with a significance level (Sig 0.000 < 0.05) and a positive regression coefficient of 0.174. Thus, it can be concluded that job placement (P_A) has a positive and significant

influence on employee performance (K) at the Office of Public Works Bina Marga and Spatial Planning of South Sumatra Province. Job placement aims to match employee positions with their knowledge, skills, and abilities so that the organization can increase work effectiveness and efficiency, thus contributing positively to the resulting performance (Purnaswati & Hirfiyana Rosita, 2020).

The Effect of Work Experience on Employee Performance

The results of this study indicate that the significance of work experience based on the t test has a t_{count} value greater than the t_{table} ($2.838 > 1.979$), with a significance level (Sig 0.005 < 0.05) and a positive regression coefficient of 0.046. Thus, it can be concluded that work experience (P_B) has a positive and significant influence on employee performance (K) at the Office of Public Works Bina Marga and Spatial Planning of South Sumatra Province. Work experience is the result of the accumulation of skills, knowledge, and abilities from various professional activities that have a positive and significant impact on employee performance, where the longer a person works, the more experience is gained, thereby increasing competence, maturity, and efficiency in completing tasks and facing challenges in the workplace (Kurniawan & Susanto, 2021).

The Effect of Career Development on Employee Performance

The results of this study indicate that the significance of career development based on the t test has a t_{count} value greater than the t_{table} ($98.794 > 1.979$), with a significance level (Sig 0.000 < 0.05) and a positive regression coefficient of 0.731. Thus, it can be concluded that career development (P_C) has a positive and significant effect on employee performance (K) at the Office of Public Works Bina Marga and Spatial Planning of South Sumatra Province. Career development is a systematic process involving planning, self-

assessment, and competency improvement through training and education programs, which is proven to have a positive and significant effect on employee performance, where the better the career development efforts made, the higher their performance, enabling the achievement of long-term career aspirations effectively and sustainably (Charli et al., 2022).

Based on comparative analysis, the findings in this study indicate that job placement, work experience, and career development have a significant effect on employee performance, although these results are not entirely consistent with previous research. Some studies such as Syatoto (2020) and Yunanti (2020) support these findings, especially regarding the positive impact of career development and work experience on performance. However, research by Utami et al. (2023) shows that job placement has no significant effect, while Sitompul & Simamora (2021) and Dasururi et al. (2022) found that work experience has no significant impact on employee performance. In addition, Rialmi & Patoni (2020) and Saepudin & Noorzaman (2023) also found that career development has no significant effect, which is contrary to the results in this study. This difference in results is likely due to contextual factors such as the type of organization, sample characteristics, and research methods used, so further research is needed to identify external factors that affect the relationship between these variables.

CONCLUSION

This study aims to investigate the influence of job placement, work experience, and career development on employee performance at the Public Works Office of Bina Marga and Spatial Planning in South Sumatra Province. The results showed that these three independent variables have a significant influence on employee performance. Appropriate job placement can increase employee effectiveness and productivity, while more extensive work experience allows employees to be more skilled in carrying out their duties. Employees who have longer experience tend to be more adaptive in facing job challenges as well as more effective in completing their tasks. Therefore, organizations that want to improve their productivity should consider work experience as an important factor in human resource management.

Career development significantly impacts employee performance, since employees who perceive opportunities for growth are more motivated and likely to excel. With a clear and structured career development system, employees will feel more valued and have a long-term vision in the organization. Continuous training programs, coaching, and opportunities for promotion can increase employee morale and encourage them to give their best performance. Therefore, organizations should be more active in developing career development policies that support employees' professional growth.

In addition, providing wider work experience opportunities and enhancing career development

programs can help employees to be more motivated and productive. Organizations that prioritize employee well-being and ensure they get opportunities to grow will create a better work environment that is conducive to increased productivity. A positive and supportive work environment allows employees to focus more on their work without feeling burdened by unnecessary pressure. Thus, companies that pay more attention to employee welfare and development will be better able to maintain a qualified and loyal workforce.

Career development plays a crucial role in enhancing employee performance, making it essential for organizations to implement strategies such as continuous training programs, transparent promotion pathways, and fair recognition systems to boost work motivation. Some effective policies include mentorship programs to guide new employees, educational subsidies or scholarships, and skill-based training aligned with industry trends. Additionally, an objective performance appraisal system incorporating 360-degree feedback can ensure fair promotions. Rewards such as financial incentives, public recognition, or additional leave can also enhance employee loyalty and engagement. Furthermore, flexible job placements are essential to prevent mismatches between employee skills and assigned tasks. This can be achieved through job rotation programs, skill assessments before role assignments, and flexible work arrangements like remote work or adjustable working hours. By implementing these strategies, organizations can foster a more supportive and productive work

environment, ultimately improving both employee performance and overall business success. Management strategies that focus on proper job placement and sustainable career development will bring long-term benefits to both the company and employees.

This research is limited in scope to the three main variables. Therefore, future research can explore other variables such as organizational culture, job satisfaction, leadership style, or employee well-being to provide a more comprehensive understanding of the factors that influence employee performance. In addition, further research can also take into account external aspects such as technological changes, industry trends, and government policies that can have an impact on human resource management in organizations. With a better understanding of these factors, it is expected that organizational management can design more effective human resource strategies to achieve optimal productivity and create a work environment that supports employees' professional development.

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APPENDIX

Assalamualaikum Wr. Wb.

Introducing me Teguh Santoso, a student from the Management Study Program, Faculty of Economics, Indo Global Mandiri University Palembang. I am currently conducting research with the title “The Effect of Job Placement, Work Experience, Career Development on Employee Performance”. Therefore, in this questionnaire, I expect your willingness to become a respondent by filling out this questionnaire completely and in accordance with the actual circumstances.

All information provided in this questionnaire is for my research purposes only and will be kept confidential. I really appreciate your time and contribution in supporting the smooth running of this research. Thank you for your cooperation and assistance..

A. Respondent Identity

1. Gender :

<input type="checkbox"/> Male	<input type="checkbox"/> Female
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2. Age :

<input type="checkbox"/> 18-29 Years	<input type="checkbox"/> 30-40 Years
<input type="checkbox"/> 41-50 Years	<input type="checkbox"/> >50 Years
3. Length of Service :

<input type="checkbox"/> 1-5 Years	<input type="checkbox"/> 5-10 Years
<input type="checkbox"/> 10-15 Years	<input type="checkbox"/> >15 Years

3. Career Development

Indicator	No	Statement	1	2	3	4	5
Fair Treatment in Career Development	1	I am treated fairly in career development at my workplace.					
	2	Career opportunities here are provided equally to all employees.					
Supervisor's Concern	3	My supervisor cares about my career development.					
	4	My supervisor encourages me to develop and grow.					
Competence	5	I have the recognized competence to be promoted to a higher position.					
	6	I am competent enough to face new challenges in my career.					
Interest in Promotion	7	I am interested in being promoted to a higher position.					
	8	I am motivated to pursue a higher position within the organization.					
Formal Education	9	I am open to attending training or formal education for career development.					
	10	Formal education helps me prepare for career advancement.					

4. Employee Performance

Indicator	No	Statement	1	2	3	4	5
Work Quantity	1	I am able to complete the workload assigned to me.					
	2	I always meet the set work quantity targets.					
Work Quality	3	I complete my tasks with high-quality results.					
	4	The quality of my work meets the company's expected standards.					
Independence	5	I am able to work independently without strict supervision.					
	6	I can make good decisions at work without needing help from others.					
Initiative	7	I always take the initiative to improve my work.					
	8	I often propose ideas or suggestions to enhance my work.					
Adaptability	9	I easily adapt to changes in the workplace.					
	10	I quickly adapt to new tasks or tools.					
Collaboration	11	I am able to work well in a team.					
	12	I communicate effectively with colleagues to complete tasks.					