

The Influence of Work Climate, Job Placement, and Career Development on Employee Performance in the Local Government Service of Padang Panjang

Yeni Herawati^{1*}, Syamsul Amar², Abror³

^{1,2,3} Universitas Negeri Padang, Padang, Indonesia

*Corresponding author. Email: kenichifla@gmail.com

ABSTRACT

Employee performance in the organization is significant considering it could be useful to determine the effectiveness of the organization's work. This study aims to analyze the effect of work climate, job placement, and career development on employee performance in the Local Government Service of Padang Panjang. The number of samples in this study was 212 respondents, namely employees of the Local Government Office of Padang Panjang. The analysis technique used is regression analysis. The research results prove that the work climate, job placement, and job development have a significant effect on performance. The work climate has the greatest influence on performance. These results provide evidence that improving employee performance requires a good work climate, effective job placement, and well-planned career development.

Keywords: *Work climate, Job placement, Career development, Performance.*

1. INTRODUCTION

Employee performance in an organization is significant considering it could be useful to determine the effectiveness of the organization's work so that the goals of the organization can be achieved. In achieving high employee performance, it is necessary to strive for good factors to support the workforce in providing their optimal performance. Each organization will strive to improve employee performance in achieving predetermined goals. Various ways have been made to improve employee performance, such as by improving the work climate, suitable job placement, and providing career development opportunities.

The work climate in an organization has an impact on the level of employee performance. One of the ways that could be used to improve the performance of human resources is by controlling the work climate. According to [1] research, the climate can affect performance and have at least a partial impact through the level associated with employee influence, such as overall job satisfaction. This influence may be seen through employee variation in producing active work behavior, increased commitment, mutual assistance, and responsiveness to group affective tone. Furthermore,

according to [2] the work climate is in turn considered to affect the cognitive and affective conditions of employees at work, in particular, work motivation and job satisfaction; and this psychological state serves to shape individual behaviour such as job performance, which in turn has an impact on organizational productivity and performance. The results of the study [3] shows that achieving high performance begins with leadership and management practices in creating employee job satisfaction and motivation by creating a conducive work climate.

In addition, high job placement and career development opportunities as well as superior forms of leadership are also very important for the reason that they may provide good performance to the organization and would result a positive impact on the organization. The result of [4] shows that talent management consisting of talent identification, development, job placement, training, and career planning may influence employee behavior such as attendance, loyalty and performance. Then the results of [5] shows that job placement, which is an indicator of high performance work practices, has an effect on creative performance.

Career development is the process of increasing individual employability to achieve the desired career. [6] shows that organizational and superiors' support for career development have an effect on employee performance. Furthermore [7] shows that career development practices have an effect on overall performance. Research [8] shows that career development has a positive and significant effect on employee performance. Thus, if workers are given opportunities for career development, employee performance will also increase.

From preliminary observations, the authors apprehend that career development in the local government of Padang Panjang has not been implemented optimally. Many employees who have worked for a long time still occupy the same department, duties, and responsibilities for more than five years. Employees should be able to improve their quality and skills through career development. With the goals and career path that they want to achieve, employees are eager to take part in education and training which will later become provisions for their career development. From the narration above, the authors are be keen on in examining in the form of a

thesis proposal entitled: "The Effect of Work Climate, Job Placement and Career Development on Employee Performance in Local Government Service of Padang Panjang.

2. METHODS

The sample in this study were employees in the Local Government Service of Padang Panjang. The sampling technique in this study was proportional random sampling, by taking a sample from the population carried out proportionally to each population group. The number of samples in this study were 212 respondents. The main data sources are taken by using research questionnaires and observations, that observe on the object research.

Several questions were used to explain the variables of work climate, job placement, career development, and performance. This questionnaire was distributed to respondents in the Local Government Service of Padang Panjang.

Table 1. Research Indicator

Variable	Indicator	Source
Performance	<ol style="list-style-type: none"> 1) Task performance 2) Contextual performance 3) Adaptive performance 4) Counterproductive work behaviour 	[9]
Work Climate	<ol style="list-style-type: none"> 1) Vision 2) Participation safety 3) Support for innovation 4) Task orientation 5) Interaction frequency 	[10]
Job Placement	<ol style="list-style-type: none"> 1) Attempts to choose the right person 2) Potential long-term employees 3) The importance of the placement process 4) Efforts made in selection 	[5]
Career Development	<ol style="list-style-type: none"> 1) The organization provides salary increase upon successful completion of the career development program. 2) Organizational support for career development has a positive effect on performance. 3) Able to complete a career development program 4) Employees who successfully undertake career development programs are given additional responsibilities. 5) Promotion for employees who have completed career development. 6) The organization pays participation and maintenance fees for employees who attend seminars, workshops, and other career development programs. 7) The organization encourages employees to undertake career development programs. 	[6]

This study were taken by using multiple linear regression analysis which is statistical techniques are useful for examining and modeling the relationship between variables. Multiple regression is often used to solve regression analysis problems that result in the relationship of two or more independent variables. The equation model of multiple linear regression is as below:

$$Y' = a + b_1X_1 + b_2X_2 + \dots + b_nX_n \quad (1)$$

Description:

Y' = the predicted effect value

a = constant or value number X = 0

b = regression coefficient

X = dependent variable value

To assess the accuracy of sample regression function in the estimating actual value can be measured from the

T statistical value, F statistical value and the coefficient value is determined. The coefficient of determination is used to determine the proportion or percentage of the total variation in the dependent variable explained by the independent variable. If the analysis is simple regression, the value of R Square is used. In the contrary, if the analysis used is multiple regression, then Adjusted R Square is used.

3. RESULTS AND DISCUSSION

This section will explain the characteristics of respondents which are broken down by gender, age, education, class, echelon, and tenure of the Local Government Service of Padang Panjang. The following will describe the characteristics of the respondents based on these characteristics.

Table 2. Respondent Characteristic

Characteristic	Description	Frequency	Percentage (%)
Sex	Male	135	63.68
	Female	77	36.32
Age	<30 years old	21	9.91
	30-35 years old	31	14.62
	36-40 years old	42	19.81
	41-45 years old	55	25.94
	46-50 years old	35	16.51
	>50 years old	28	13.21
Education Level	SMA	83	39.15
	DIII	21	9.91
	S1	91	42.92
	S2	16	7.55
	S3	1	0.47
Comity	II	71	33.49
	III	122	57.55
	IV	19	8.96
Years of Service	< 5 years	21	9.91
	6-10 years	34	16.04
	11-15 years	48	22.64
	16-20 years	71	33.49
	>20 years	38	17.92
Total		92	212

3.1. Test Data Analysis Prerequisites

The normality test is the way to measure normal distribution data so can be used in parametric statistics. One method that can be used to detect normality is the Kolmogorov-Smirnov test which is used to determine whether the sample comes from a normally distributed population.

Table 3. Kolmogorov-Smirnov normality test results

Variable	Asymp. Sig.	Conclusion
Performance (Y)	0.052	Normal
Work climate (X1)	0.062	Normal
Job placement (X2)	0.056	Normal
Career development (X3)	0.068	Normal

The results of the normality test above show that the alternative hypothesis (Ha) for the variable work climate

(X1), job placement (X2), career development (X3) and performance (Y) is acceptable, meaning that in this study the population is normally distributed and can be concluded that all of the data from each variable is normally distributed and can be used in the analysis of research studies. Respondents who presented the sample in this study came from a group of data that was spread out in a balanced and normal manner.

The next step is to test multicollinearity. Multicollinearity arises as a result of the causality between two or more independent variables, or the fact that two or more explanatory variables are jointly influenced by a third variable that is outside the model. In detecting multicollinearity, if the Variance Inflation Factor (VIF) value is not more than 10, the model is free from the multicollinearity test.

Table 4. Summary of Multicollinearity test results

Variable	Asymp. Sig.	Result
Work climate (X1)	1.119	Accepted
Job placement (X2)	1.267	Accepted
Career development (X3)	1.211	Accepted

Based on the data above, it can be seen that the VIF value for all independent variables is less than 10. So, from this result data, there is no multicollinearity or the independent variables are not tied to each other. Multicollinearity test has been fulfilled so it can be continued for heteroscedasticity test, that aims to determine whether in the regression model there is an inequality of variance from the residuals of one observer to another. The Scatterplot image pattern detects the presence or absence of heteroscedasticity in a model. There is no heteroscedasticity if: (1) the distribution of data points should not be patterned; (2) the data points are spread above and below or around 0; (3) data points do not just congregate above or below.

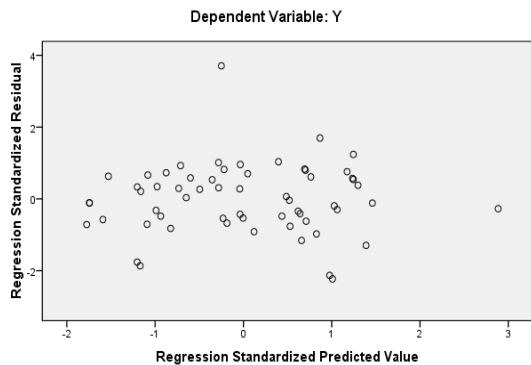


Figure 1: Heteroscedasticity Test Results

3.2. Test Data Analysis Prerequisites

Regression analysis is a statistical technique that is useful for examining and modeling the relationship between variables to determine the relationship between the independent and dependent variable (work climate, job placement, and career development) on performance. Less R Square value means that the ability of the independent variables to explain the dependent variables is very limited. Adjusted value $R^2 = 0.357$ or 35.7%. This means that the variables of work climate, job placement, and career development have a contribution of 35.7% to performance. While the rest is explained by other variables outside the variables that used in this study.

3.3. The F Test

The f test or model reliability test is the initial stage in identifying the estimated feasibility of the regression model. Eligible (reliable) means that the model is estimated fits to be used in explaining the effect of the independent variables: work climate, job placement, and career development on the dependent variable, namely performance. If the value is sig. <0.05 , then the independent variables simultaneously affect the dependent variable. Based on the results in table 5 it shows that the sig. $0.000 <0.05$. This shows that the multiple regression equation obtained is reliable or the model can be used to test the hypothesis.

3.4. Hypothesis Testing

Multiple linear regression analysis is used to see the effect of the independent variables. The results of the research and data processing can be seen in the table below:

Table 5. Results of Multiple Linear Regression Analysis

Variable	Regression Coefficient	t-count	Sig.
1 (Constant)	2.189	0.145	0.000
X1 (work climate)	0.309	0.139	0.000
X2 (job placement)	0.068	0.034	0.045
X3(career development)	0.100	0.031	0.001
R Square = 0.366			
F Count = 40.077 , Sig. 0.000 ^a			

Based on the table above, the result of multiple regression equation is :

$$Y = 2,189 + 0,309 X1 + 0,068 X2 + 0,100 X3 \quad (2)$$

The regression equation has the following meanings:

a) Constant = 2.189

If the variables of work climate, job placement, and career development are considered to be zero, then the performance variable is 2.189.

b) Work climate coefficient (X1) = 0.309

A positive regression coefficient indicates that the work climate has a positive or unidirectional effect on performance. If the work climate variable increases, while job placement and career development are assumed to be fixed, then performance will increase 0.309.

c) Job placement coefficient (X2) = 0.068

A positive regression coefficient indicates that job placement has a positive or unidirectional effect on performance. If the job placement variable has an increase, while the work climate and career development are assumed to be fixed, then the performance will increase by 0.068.

d) Career development coefficient (X3) = 0.100

The negative regression coefficient indicates that career development has a positive effect on performance. If the career development variable increases, while the work climate and job placement are assumed to be fixed, then the performance will increase by 0.100.

3.5. Discussion

The result of the analysis shows the work climate has a positive and significant effect on the performance of Civil Servants at the Local Government Service of Padang Panjang. The better the work climate provided, the higher the employee's performance. Work climate variable has a significant effect on performance, it means the findings indicate that the work climate gives meaning or contributes to performance. The regression coefficient is 0.309, which is higher than that of job placement and career development. This means that the role of the work climate is the most important variable in improving employee performance.

There is previous research that supports the results of the influence of work climate on employee performance. According to [11] motivation mediates the relationship between organizational climate and performance for sales people. Research [3] shows that achieving high performance begins with leadership and management practices in creating job satisfaction and motivation through the creation of a conducive work climate. The relationship between organizational climate and performance can be mediated by

knowledge. Organizational climate can affect knowledge by increasing participation in activities such as training [11]. These results prove that the work climate affects on performance.

Job placement has a positive and significant impact on performance of Civil Servants at Local Government Service of Padang Panjang. The better the work placement, the more employee performance will be. Job placement variables have a significant effect on performance, it means findings indicate that job placement provides meaning or contribution to performance. Regression coefficient is 0.068, which is lower than the work climate and career development. Although job placement has the lowest impact, job placement still contributes to influencing employee performance.

Job placements that are tailored to personal abilities in general and in particular are essential in achieving successful work outcomes. Therefore, it is important to identify unique work-related strengths and challenges prior to job placement [12]. Research [13] shows the influence of job placement and work experience on employee performance. Then based on the results of research [14] it shows that the relationship between job placement and employee performance has a strong enough correlation, while the effect of job placement is positive linear, namely the higher the suitability of job placement, the better employee performance. When the work placement is not in accordance with the competence of the employee concerned, the employee's performance will be less than optimal. To improve performance, companies must be able to place employees appropriately according to their competencies. This result proves that job placement has an effect on performance.

Career development has a significant influence to the performance of Civil Servants at the Local Government Service of Padang Panjang. Good career development will be followed by an increase in employee performance. Career development variables have a significant effect on performance, which shows that career development gives meaning or contributes to performance. The regression coefficient is 0.100, which is lower than the working climate and higher than the job placement. This means that career development is an important factor in improving performance.

A clear career development from the organization can motivate employees to be more active in working and will affect their performance. The results of the study [8] show that compensation, career development, and communication have a positive and significant effect on employee performance. Then research [15] implies that perceptions of collective efficacy and team support can affect task performance in early career development. The results of the study [16] show that a good career development system will improve employee

performance. Moreover, research [17] explains the influence of leadership and career development on employee performance. These results prove that career development has an effect on performance. Employees will be more active in working with clear career development from the organization, and this will affect their performance.

4. CONCLUSION

The research results prove that the work climate, job placement, and career development have a significant effect to performance. This means that better work climate, job placement, and career development, more performance will be increased. Work climate has the greatest influence on performance. These results provide evidence that work climate is important in improving performance. Work climate determined based on vision, participation safety, support for innovation, task orientation, and interaction frequency are important indicators in improving employee performance.

In addition, job placement and career development are also important in enhancing performance. Job placement can be improved through improvements in employee selection, improving the placement process, seeing long-term potential, and making efforts to determine the right person for a position. Then, in career development, namely carrying out career development policies, especially to provide additional income to employees after successfully completing a career development program, organizational support for career development, and encouraging organizations to join career development programs.

ACKNOWLEDGMENTS

This research is supported and licensed by Local Government Service of Padang Panjang.

REFERENCES

- [1] M. Patterson, P. Warr, & M. West, Organizational climate and company productivity: The role of employee affect and employee level. *Journal of Occupational and Organizational Psychology*, 77, 2004, pp.193–216.
- [2] G.A.Gelade, M. Ivery, The impact of human resource management and work climate on organizational performance. *Personnel psychology*. 56 (2), 2003, pp.383-404.
- [3] A. Ariñez, Creating a Work Climate That Motivates Staff and Improves Performance. *Manager Management Strategies for Improving Health Services*, 10(2), 2001, pp. 1–24.
- [4] M. Festing, & L. Schäfer, Generational challenges to talent management: A framework for talent retention based on the psychological-contract perspective. *Journal of World Business*, 49(2), 2014, pp. 262–271. <https://doi.org/10.1016/j.jwb.2013.11.010>
- [5] O.M. Karatepe, & S. Vatankhah, The effects of high-performance work practices and job embeddedness on flight attendants' performance outcomes. *Journal of Air Transport Management*, 37, 2014, pp. 27–35. <https://doi.org/10.1016/j.jairtraman.2014.01.008>
- [6] S. Saleem, & S. Amin, The Impact of Organizational Support for Career Development and Supervisory Support on Employee Performance : An Empirical Study from Pakistani Academic Sector. *European Journal of Business and Management*, 5(5), 2013, pp. 194–207.
- [7] M.H. Mohamad, & K.K. Yahya, Perceived Career Development Practice and Performance of Employees : an Empirical Study in the Enforcement Organization. *Journal of Global Business and Social Entrepreneurship (GBSE)*, 1(4), 2017, pp.54–61.
- [8] P.S. Katidjan, Pengaruh Kompensasi, Pengembangan Karir Dan Komunikasi Terhadap Kinerja Karyawan. *Jurnal Ilmiah Manajemen*, VII(3), 2017, pp. 429–446.
- [9] L. Koopmans, C.M. Bernaards, V.H. Hildebrandt, H.C.W. De Vet, & A.J. Van Der Beek, Measuring individual work performance: Identifying and selecting indicators. *Journal of Prevention, Assessment & Rehabilitation*, 48(2), 2014, pp. 229–238. <https://doi.org/10.3233/WOR-131659>
- [10] N.R. Anderson, M.A. West, S. Journal, N. May, & J. Wiley, climate for work group innovation : Measuring and validation of the team development climate inventory Climate : Definitional Issues. *Journal of Organizational Behavior*, 19(3), 1998, pp. 235–258.
- [11] M.A. Griffin, & A. Neal, Perceptions of safety at work: a framework for linking safety climate to safety performance, knowledge, and motivation. *Journal of Occupational Health Psychology*, 5(3), 2000, pp. 347–358. <https://doi.org/10.1037/1076-8998.5.3.347>
- [12] E. Gal, E. Landes, & N. Katz, Work performance skills in adults with and without high functioning autism spectrum disorders (HFASD). *Research in Autism Spectrum Disorders*, 10, 2015, pp. 71–77. <https://doi.org/10.1016/j.rasd.2014.10.011>

- [13] K.O. Muaja, Pengaruh Penempatan Kerja dan Pengalaman Kerja terhadap Kinerja Karyawan pada PT.Bank Sulutgo Kantor Cabang Utama Manado. *Jurnal EMBA*, 5(2), 2017, 2211–2220.
- [14] A. Riyanto, G. Raspati, & R. Nugraha, Impak Penempatan Kerja Terhadap Kinerja Karyawan Pada Kantor Pusat PDAM Kabupaten Sukabumi. *Jurnal Swabumi*, 5(2), 2017, pp. 132–136.
- [15] J.B. Kellett, R.H. Humphrey, & R.G. Sleeth, Career development, collective efficacy, and individual task performance. *Career Development International*, 14(6), 2009, pp. 534–546. <https://doi.org/10.1108/13620430910997286>
- [16] N. L. P. A. A. Dewi, Kinerja Karyawan melalui Mediasi Motivasi Kerja pada Karya Mas Art Gallery. *Jurnal Administrasi Bisnis*, 5(9), 2016, pp. 5494–5523.
- [17] Muhlis, A.M. Palampangan, & L. Mahardian, Pengaruh Kepemimpinan Dan Pengembangan Karir Terhadap Kinerja Karyawan Pt. Suzuki Finace Indonesia Palu. *E Journal Katalogis*, 4 nomor 10(2302–2019), 2016, pp. 149–159.