

Moderating Effect of Career Development for Employee Performance Supported by Work Placement and Social Capital

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Abstract

For 150-200 word, An abstranct is a brief summary of a research article, thesis, review, conference proceeding or any-depth analysis of a particular subject or disipline, and is often used to help the reader quickly ascertain the paper purposes. When used, an abstract always appears at the beginning of a manuscript or typescript, acting as the point-of-entry for any given academic paper or patent application. Absatrcting and indexing services for various academic discipline are aimed at compiling a body of literature for that particular subject. Abstract length varies by di. scipline and publisher requirements. Abstracts are typically sectioned logically as an overview of what appears in the paper.

Keywords: *content; formatting; article.*

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INTRODUCTION

The condition of the quality of human resources is a fundamental weakness for developing countries including Indonesia, especially in the bureaucratic environment, the work climate is still influenced by the behavior of Collusion, Corruption and Nepotism (KKN), the quality of individuals (human resources) is often not a measure in placing someone in a position. a certain position. Placement is more influenced by proximity to the leader or other factors outside of professional measures, such as knowledge, skills, work experience, and so on. Therefore, it is important to manage or manage the existing human resources in order to improve human resources in the bureaucratic environment in accordance with the Law of the Republic of Indonesia Number 11 of 2017 concerning the Management of Civil Servants.

The success and success of an organization's performance is determined by the quality of its human resources. Human resource management is part of macro management that regulates humans or employees in an organization to achieve a goal in the organization. Human resources or employees are the main assets of any organization or company, because employees greatly determine the success or failure of the organization in achieving organizational goals. To obtain the expected employees, one of them is through the development of the quality of human resources based on the calculation of needs in accordance with the job analysis and analysis of employee needs, in order to obtain employees who are truly qualified according to the needs of the organization. (Fatma, Finatry, et al., 2020).

The Jenepono Regency Government in carrying out the placement of its apparatus considers several things related to organizational policies in accordance with applicable laws, while in Article 1 point 3 of Law Number 5 of 2014 concerning State Civil Apparatus hereinafter referred to as ASN, Civil Servants are Indonesian Citizens who meet certain requirements, are appointed as State Civil Apparatus Employees (ASN) on a permanent basis by the staffing officer to occupy government positions.

In carrying out government functions, quality employees are needed, so that government functions run effectively (Fatma, Kaok, et al., 2020). In order to facilitate the implementation of these government functions, the government can appoint directly those who have worked in agencies that support the national interest. Appointment is a process of placing a person in a position or place that is better or the same as the previous position. The appointment of structural officials is the process of placing a Civil Servant in a certain position, taking into account rational - academic methods. The appointment of Civil Servants in structural positions is intended, among other things, to foster careers of Civil Servants in structural positions and ranks in accordance with the requirements stipulated in the applicable laws and regulations. Mody and Noe in Zainal et al (2016) argue that: "human resource development is a continuous and planned effort by management to improve the level of employee skills and organizational performance".

Previous research show a positive relationship (correlation) and a very real influence on the quality of human resources, the more effective the organization, meaning that the higher the quality of human resources, the more effective the organization. Simultaneously, the three components of human resources (level of education, experience, ability) are able to influence the effectiveness (Sofyan, 2013).

CONCEPTUAL FRAMEWORK AND HYPOTHESES

Conceptual Framework

The background concepts in this study depart from the theory of previous research. Based on the description put forward on the concept of the researcher's thinking, it can be described the framework of thought as follows:

The background of the concepts in this study departs from previous research theories. Based on the description put forward on the concept of the researcher's thinking, the framework can be described as follows:

a. Placement towards Performance

Correct work placement also greatly influences employee performance so that existing human resources are able to make an optimal contribution to the organization. The accuracy or inaccuracy of someone's placement in a certain field of work or position will greatly determine the level of success or failure of an organization in achieving a goal. Work environment factors have an influence on employee performance. Organizational climate or work environment is a situation where the employee carries out his duties and responsibilities at work (Sarwani, 2017).

Sedarmayanti (2009) argues that performance is the result that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in the context of efforts to achieve the goals of the organization concerned illegally, not violating the law in accordance with morals and ethics

b. Social Capital toward Performance

Social capital refers to the characteristics of social organizations in the form of horizontal networks which contain norms that facilitate coordination, cooperation and mutual control whose benefits can be felt by the members of the organization. From some of the definitions above, what is meant by social capital is a set of informal values or norms, such as mutual trust, mutual understanding, similarity of values and behavior, which are shared among members of a community group that allows cooperation. between them and finally reach a common goal (Andhito Putra & Hanafie, 2021).

Robbins and Judge (2017) explained that performance can also be interpreted as achievements achieved by the company in a certain method that reflects the level of soundness of the company. Company performance appraisal is an activity that is very important because based on the results of this assessment the size of the company's success during a certain period can be known

c. Career Development as a Moderating Variable

Social capital can facilitate cooperation or mutual relations of each member of an association. Social capital refers to aspects of social groups such as beliefs, norms and networks that can increase efficiency in a society through organized action. (Andhito Putra & Hanafie, 2021).

According to Rivai & Mulyadi (2012) career development is the process of increasing individual work ability achieved in order to achieve the desired career. It can be concluded that an understanding that career development is a continuous process

that individuals go through through personal efforts in order to realize career planning goals that are adapted to organizational conditions.

Based on the description above, the conceptual framework in this study can be seen in the following figure:

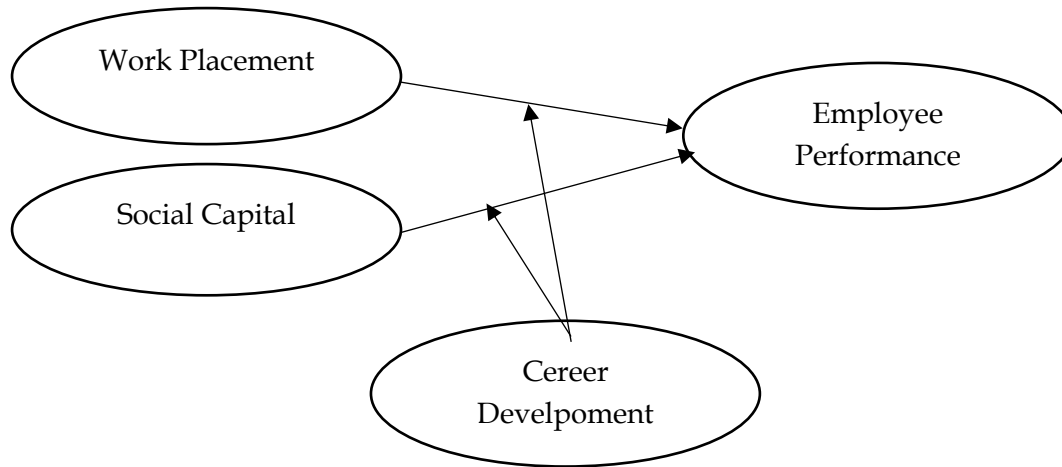


Figure 1. Conceptual Framework

Hipotesis

The hypothesis is a temporary answer to the research problem formulation, therefore the research problem formulation is usually arranged in the form of questions. It is said to be temporary, because the answers given are only based on relevant theories, not yet based on empirical facts obtained through data collection. So the hypothesis proposed in this study is presumed:

1. Work placement has a positive and significant effect on the performance of ASN in Jeneponto Regency
2. Social capital has a positive and significant effect on the performance of ASN in Jeneponto Regency
3. Job placement has a positive and significant effect on performance if it is mediated by ASN career development in Jeneponto Regency
4. Social capital has a positive and significant effect on performance if it is mediated by ASN career development in Jeneponto Regency

METHODOLOGY

Research design

The type of research used in this research is associative research type with a quantitative approach. Quantitative research method is one type of research whose specifications are systematic, planned and structured, clearly from the beginning to the making of the research design. According to Sugyiono (2017), quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative/ statistics with the aim of testing the hypotheses that have been set.

Research Location and Time

The research location is a place or area where the research will be carried out. The research was carried out at the Office of the Agency for Personnel and Human Resources Development in Jeneponto Regency, and the Department of Agriculture in Jeneponto Regency on Jalan Lanto dg. Pasewang, Binamu District, Jeneponto Regency. The time used in this study was from July to August 2022.

Population and Sample

The population is the entire research subject. The population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2017). The population in this study is the State Civil Apparatus in Jeneponto Regency. The population in this study took locations in BKPSDM with 50 ASN.

The sample is part of the number and characteristics possessed by the population (Arikunto, 2010). The sample is part or representative of the population under study. It is called a sample if the researcher intends to generalize the results of the sample study. Generalizing is lifting the conclusions of the study as applicable to the population. There are two ways of taking this sample by random or non-random. For the sample at the Office of the Agency for Personnel and Human Resources Development. Researchers took in BKPSDM with 50 ASN as respondents.

RESULTS AND DISCUSSION

The study used statistical analysis, namely moderation analysis (MRA). This analysis is used to examine the effect of the intervening variable where the use of regression analysis is to estimate the causality relationship between variables (casual model). A direct relationship occurs if one variable affects another variable without a third variable moderating the relationship between the two variables. After testing the direct effect hypothesis, the next step is to test the moderating effect. The results of the direct influence hypothesis test and the moderating effect can be seen in the following table:

Table 1. Hypothesis Test Results

	Direct Effect			Mediation Effect		
	Beta	T Coun t	Sig	Beta	T Count	Sig
Job placement => Performance	0.346	9.767	0.000			
Social capital => Performance	0.247	6.660	0.000			
Work Placement => Career Development => Performance				0.131	4.987	0.00
Social Capital => Career Development => Performance				0.093	6.564	0.00

Source: Results of data processing (2022)

Based on the table above, the results of hypothesis testing and discussion can be described as follows:

1) The Effect of Work Placement on Performance

The calculation results obtained that the t value for the work placement variable is 9,767 and by using a significance level of 5%, the t table is 1.65. Where t table is obtained from $dk = n - k (248 - 4) = 244$ (Siregar, 2012) which means that the value of t count is greater than t table, namely $9.767 > 1.65$. While the value of sig in the table is 0.000 because sig is smaller or less than 0.05, which indicates that work placement has a positive and significant influence on performance. Thus, it can be concluded that the hypothesis which states that work placement has a positive and significant influence on performance is accepted

The results of statistical tests for the work placement variable are known that work placement has a positive and significant effect on performance. This shows that if the work placement is getting better, it will improve performance. The results of the study also show that respondents' responses to work placements on performance indicate that the average respondent's responses are high/good although there are still those who show doubtful responses and disagree with the current perceived performance of work placements.

Based on the results of interviews and observations with several employees who were met, they said that for work placements in ASN in Jeneponto Regency it had been going well but still needed improvements so that its performance was getting better. This is shown by the ASN feeling that the work placement is in accordance with the achievements achieved and feels that the work placement is based on the work experience they have. In addition, the work placement of ASN is adjusted to the physical and mental health conditions. Another thing is also shown that the work placement of ASN is not related to marital status and is adjusted to the age of the ASN. These things make the performance of ASN in Jeneponto district increase which is shown by the ASN being able to carry out the work assigned to him properly and in accordance with the specified time. In addition, ASN can carry out my work with the expected results and can make timely decisions regarding their work by utilizing available information. Likewise, in working, always maximizing resources and prioritizing accuracy so that there is no wastage of costs.

2) The Effect of Social Capital on Performance

The results of statistical tests for social capital variables concluded that social capital partially has a positive and significant effect on performance. This shows that if social capital is getting better, it will improve performance. The results also show that respondents' responses to social capital on performance show that the average respondent's responses are high/good, although there are still those who show doubtful and disapproving responses to the current perceived performance of social capital. Based on the results of interviews and observations with several employees who were met, they said that the social capital in the ASN of the Jeneponto Regency Government was quite good but there needed to be improvements so that performance could increase further. This is shown by ASN always believing that his co-workers will help if they feel they are having difficulties at work. In addition, ASN and co-workers respect each other in providing opinions and suggestions to each other

openly and always comply with the rules set out in the office in a disciplined manner. Another thing that is also shown is that ASN always actively participates in resolving conflicts that arise in the office and always follows informal activities (recreation, morning walks together) held by the office in order to improve the close relationship between employees/staff. These things make the performance of ASN in Jeneponto district increase which is shown by the ASN being able to carry out the work assigned to him properly and in accordance with the specified time. In addition, ASN can carry out my work with the expected results and can make timely decisions regarding their work by utilizing available information. Likewise, in working, always maximizing resources and prioritizing accuracy so that there is no wastage of costs.

3) The Effect of Work Placement on Career Development and Performance

Statistical test results for work placement variables concluded that work placement has a positive and significant effect on performance through career development. This shows that there is an effect of work placement on performance through career development at ASN in the Regional Government of Jeneponto Regency. The results of the study also show respondents' responses regarding work placement on performance through career development which shows an average response of respondents who are high/good although there are still those who show doubtful and disapproving responses to performance through career development that are currently being felt towards work placements.

Based on the results of interviews and observations with several employees who were met, they said that work placements for ASN in the Regional Government of Jeneponto Regency had gone well but still needed improvement so as to improve career development and performance. This is shown by ASN feeling that the work placement is in accordance with the achievements achieved and feel that the work placement is based on the work experience they have. In addition, ASN work placements are adjusted to their physical and mental health conditions. Another thing is also shown by the ASN work placement that is not related to Marital Status and is adjusted to the age of ASN. These things have increased the performance of ASN career development in the Jeneponto district which is shown by ASN agreeing with the policies implemented by the organization regarding career development and work performance that can help advance employee careers. In addition, education determines the potential for employee career development and the training that is attended can help in climbing a fast career path. In addition, high loyalty can help assess career development. Meanwhile, the performance of ASNs in the Jeneponto district has increased, which is shown by ASN being able to carry out the work assigned to them properly and in accordance with the allotted time. In addition, ASN can carry out my work with the expected results and can make decisions in a timely manner regarding their work by utilizing the available information. Likewise, in work, always maximizing resources and prioritizing accuracy so that there is no wastage of costs.

4) The Effect of Social Capital on Career Development and Performance

The results of statistical tests for social capital variables concluded that social capital has a positive and significant influence on performance through career development.

This shows that if social capital is getting better, it will improve performance through career development. The results of the study also show that respondents' responses about social capital on performance through career development show that the average response of respondents is high/good, although there are still those who show doubtful and disapproving responses to performance through career development that are currently being felt towards social capital.

Based on the results of interviews and observations with several employees who were met, they said that social capital was quite good, but it still existed but needed to be improved so that it would affect career development and performance. This is shown by ASN always believing that their co-workers will help if they feel they are having difficulties at work. In addition, ASN and colleagues respect each other in giving opinions and suggestions to each other openly and always comply with the rules set in the office in a disciplined manner. Another thing that is also shown by ASN is always actively participating in resolving conflicts that arise in the office and always participating in informal activities (recreation, morning walks together) held by the office in order to improve employee/staff close relations. These factors influence career development which is shown by this being shown by ASN agreeing with the policies implemented by the organization regarding career development and work performance can help advance employee careers. In addition, education determines the potential for employee career development and the training that is attended can help in climbing a fast career path. In addition, high loyalty can help assess career development

These things have increased the performance of ASN in Jenepono district which is shown by ASN being able to carry out the work assigned to them properly and in accordance with the allotted time. In addition, ASN can carry out my work with the expected results and can make decisions in a timely manner regarding their work by utilizing the available information. Likewise, in work, always maximizing resources and prioritizing accuracy so that there is no wastage of costs.

CONCLUSION

Work placement that is done correctly will affect the career development of a civil servant. The same thing is something that must be considered from the social capital that is owned so that an employee from the state civil apparatus can make it a career development capital as well as capital to continue to constantly improve their performance.

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