

INFLUENCE DEVELOPMENT CAREER AND PROMOTION POSITION ON EMPLOYEE PERFORMANCE

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ABSTRACT

The aim of this research is to see how the performance of employees at the Tirta Umbulan Pasuruan Regional Drinking Water Company is influenced by career development and job promotions. Quantitative research design involves observation and questionnaire strategies. Research participants are people Tirta Umbulan Regional Public Drinking Water Company . Saturated sampling used in this research with a total of 60 respondents. Research findings show that Employee Performance (Y) is partially influenced by the variables Career Development (X1) and Position Promotion (X2). Based on the findings of the F test, it is known that $F_{count} > F_{table}$ ($11.348 > 3.16$) and the value is significant ($0.00 < 0.05$), so that career development and job promotion can have a simultaneous impact on employee performance. The coefficient of determination test states that career development and job promotions have an impact on employee performance by 28.5 %. The remaining 71.5% is influenced by other variables outside this equation or variables that are not researched.

Keywords: Career Development , Position Promotion, Employee Performance

INTRODUCTION

Human resource management is very important in every organization or business, a company cannot function without its human resources. As a way to achieve organizational goals, humans act as supervisors and drivers of other factors of production, such as capital, equipment, raw materials, etc .. The practice of using human resources as employees in a way that increases their psychological and physical potential in order to achieve organizational goals is known as resource management human day. (Nawawi, 2011)

Human resource management aims to provide an efficient workforce to achieve predetermined goals. To do so, staff leaders gain knowledge about how to recruit, train, deploy,

and retain the appropriate type and quality of workforce. If personnel management can provide skilled staff to complete important tasks, then personnel management is said to be successful. Increasing the productive contribution of each person in an organization by using various responsible approaches is the goal of human resource management. Leaders must understand a number of human resource management ideas because these ideas depend on the behavior of others, including subordinates.

Performance is the amount of work that can be completed by an individual or group of individuals on behalf of the company in accordance with the role and authority assigned to them in an effort to legally fulfill the company's goals while still complying with moral and ethical standards. (Rivai, 2005). Performance among members is believed to be very important because it shows how well an employee can fulfill all the tasks assigned to him. So it is necessary to determine appropriate, measurable and collaboratively developed norms that can serve as a guide. Motivation, job satisfaction, leadership, intense giving, company culture, work discipline, and staff capacity (training and education) are elements that influence employee performance (Sinambela, 2012).

The Regional Drinking Water Company (PERUMDAM) is one of the regionally controlled business entities. As a business entity that houses local potential in the field of providing community drinking water, PERUMDAM is expected to improve its performance so that it is able to provide the best service to the community as well as the highest level of efficiency and impact to help PERUMDAM achieve its goals.

In order for PERUMDAM Tirta Umbulan Pasuruan City to fulfill this role, it must continually increase its effectiveness through the participation of all its constituents, especially the workforce, who work together and plan every aspect of the company's operations to achieve the company's goals. PERUMDAM should be able to contribute to improving the quality of services, channel facilities, and production quality through ecological conservation near water sources. Considering that society and industry's need for water is much greater. The performance of PERUMDAM Pasuruan City employees can be said to mean that water production in Pasuruan City is uncertain from month to month, water production can increase and decrease. Apart from that, there was a decrease in production results month February to month March, March to April

experienced an increase. Production results that do not match targets reveal a decline in the performance of PERUMDAM employees.

Quality and quantity are two of several indicators of worker performance put forward (Kasmir, 2016). Employees who work well will produce high quality output and outcomes, and vice versa; while those who produce work with low standards, their performance will decline. see the amount of money someone makes. The resulting production is recognized as a quantity that can be expressed in units of money, the number of units a person produces. The production created is known as a quantity which is expressed as the number of units, currency units, or activity cycles completed. The company expects its staff members to meet or exceed predetermined goals. When an employee works well, production goals will be achieved or even exceeded. Job promotions and career advancement are two aspects that can contribute to low performance results.

Of course, it is hoped that employees can improve their careers through promotions. Progress in this context is a move that increases a person's power and obligations to a higher position in business, resulting in more responsibility, rights, status and money. Promotion shows that the employee's quality and capacity to occupy a high position has been appreciated and recognized.

The level of customer satisfaction with collaborative services is something that must be considered by PERUMDAM Tirta Umbulan, Pasuruan City, a regional company that aims to meet the needs of society as a whole . Because workers are company planners and active participants in all its operations, PERUMDAM Pasuruan City must continue to improve the performance of its employees. so that the Pasuruan City Regional Drinking Water Company is able to carry out its duties. From observations made at PERUMDAM Tirta Umbulan Regarding performance issues, the majority of workers are still less enthusiastic about their work, this can be seen from the actions of those who are more absent from work than working, workers in the work group arrive home on time but spend more their weekdays to talk in the cafeteria. non-essential items and other useless things.

To prove the truth of this problem, researchers are interested in conducting research "**The Effect of Career Development and Job Promotion on Performance (Study of Employees of the Tirta Umbulan Regional Public Company for Drinking Water Pasuruan City)**"

1. is development career employee influential significant to PERUMDAM Tirta Umbulan employee performance, Pasuruan City?
2. is promotion position employee in a way influential significant on the performance of PERUMDAM Tirta Umbulan employees, Pasuruan City?
3. is development career employee And promotion position employee simultaneously have a significant effect on the performance of PERUMDAM Tirta Umbulan employees, Pasuruan City?

LITERATURE REVIEW

Career development

Rivai (2009) Development Career is the process of improving skills acquired through individual efforts to pursue the desired job. Experts' views conclude that career advancement is a series of actions carried out by a person in order to improve his professional skills in planning his career. The approach used by a group or government agency in career development varies depending on the needs and circumstances of the company, although this approach usually involves transfers, training, and promotions. The indicators used in this research were proposed by Rivai (2009):

1. Work experience
2. Training

Position Promotion

Hasibuan (2016) stated that position promotion , namely the transfer of greater authority, also increases the integrity (accountability) of workers to more prominent positions within the company so that responsibility, rights, positions and money increase. Promotion means changing a job or position from a lower level to a higher one. Usually, salary increases or other benefits occur after a promotion. Promotional events have the power to influence how employees engage in the workplace, thereby increasing morale within the workforce. The job promotion indicators in this research were put forward by Hasibuan (2016):

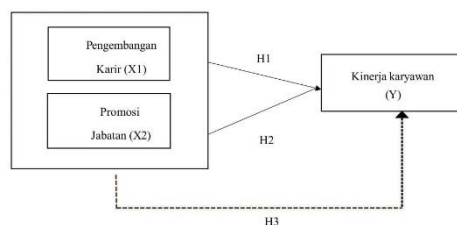
1. Employment agreement
2. Honesty
3. Discipline
4. Work performance
5. Loyalty
6. leadership

Employee performance

Robbins (2016) states that performance is the results produced by internal staff members and their performance meets specific standards that have been determined. The extent to which someone succeeds in meeting the goals and criteria set by the business or organization they work for is measured by their performance. Performance is the result of employee work performance, quantity and quality, in carrying out their responsibilities determined by the organization concerned. The work results are then adjusted to meet organizational expectations through the use of internal standards or criteria. Employee performance indicators in this research:

1. Quantity of work output
2. Quality of work results
3. Punctuality
4. Effectiveness
5. Independence

HYPOTHESIS FRAMEWORK



Gambar 2 Kerangka Hipotesis

Sumber : Data Diolah, Februari 2023

-----> = Simultaneous influence

————→ = Physical influence Partial

HYPOTHESIS

1. H 1: Career Development (X1)

H a : Yes that influence significant in a way Development Career on Employee Performance.

H o : There is no significant influence between Career Development and Employee Performance

2. H 2: Position Promotion (X2)

H a: Yes that influence significant Promotion Position on Employee Performance.

H o : There is no significant influence between Position Promotion on Employee Performance.

3. H 3: Career Development (X1) and Employee Performance (X2)

H a: There is a significant influence between Career Development and Promotion Position to Employee Performance .

H o : There is no significant influence between Career Development and Position Promotion on Employee Performance.

METHODS

Types of Research

This research utilizes quantitative methodology. Quantitative research is a positivist-based research approach to researching certain communities and examples (Sugiyono (2019:16)). Collecting data usually involves the use of research equipment, and sampling methods are applied randomly.

Location and Time

The location of this research will be carried out at the Pasuruan City PERUMDAM Office on Jalan Erlangga No.4, Purworejo, Kec. Purworejo, Pasuruan City, East Java.

Population

The population of this research is employees. The population is a collection of objects and people whose quantity and quality have been determined by the researcher in order to investigate and obtain summary results (Sugiyono, Metode Penelitian Kuantitatif, Kualitatif, dan R&D, 2019). The population of this research is employees of PERUMDA Tirta Umbulan, Pasuruan City.

Sample

Samples in quantitative research are components of population size and composition. So, the sample must be representative (Sugiyono, Metode Penelitian Kuantitatif, Kualitatif, dan R&D, 2019). This research utilizes nonprobability sampling and saturated sampling as well as total sampling as a sampling technique. The number of samples in this research was 60 employees at the Pasuruan City Perumdam Office.

Data source

1. Primary data

Sugiyono (2019) states that primary sources are data obtained directly. Researchers obtained primary data by conducting observations, interviews and using questionnaires conducted by researchers with Mr. Seno Adi Nugroho as Manager in the HR department. on Perdam And use list statement Which shared to respondents.

2. Secondary Data

Sugiyono (2019) revealed that secondary sources are sources Which No direct obtained. Data secondary research This namely data from supporting documents such as journals and books.

Data collection technique

Researchers collect data by observation and distributing questionnaires. Observations are made by researchers by looking directly at conditions in the field to determine problems in the company. After that, researchers distributed questionnaires to related parties

In this research, Likert is used in research measurements. (Sugiyono, Metode Penelitian Kuantitatif, Kualitatif, dan R&D, 2019) believes that another tool for measuring people's attitudes, opinions and perceptions of social issues is a Likert scale with a value of 1 to 5.

Data analysis technique

1. Instrument Test

a. Validity test

Research uses this to evaluate the reliability of the instruments researchers use in this research. Validity is a measure of the extent to which the resulting survey reflects the research objectives (Ghozali I. , 2018). The criteria for this test are $r_{\text{count}} > r_{\text{table}}$ then the questionnaire is valid and vice versa.

b. Reliability Test

An instrument is said to be credible if it consistently provides the same findings several times. *Cronbach Alpha* technique is applied at sig level. 5% with the criteria that if the alpha coefficient result $> r_{\text{table sig.5 \%}}$ then it is reliable and vice versa.

2. Classic Assumption Test

a. Normality test

Ghhozali (2021:196) stated that this test is to understand whether the dissemination regression model is normal or not. The use of an appropriate regression model is indicated by the normal distribution of independent and dependent variables. The Kolmogorov-Smirnov (KS) test with test criteria = 0.5 is used in this research to test this, where:

1. If $\text{sig} > 0.05$, residual dissemination is normal.
2. If $\text{sig} < 0.05$, residual dissemination is not normal.

b. Multicollinearity Test

To understand whether or not there is a relationship between independent variables (Ghozali (2021:157)). To carry out this test the highest VIF setting is 10, while the permitted tolerance value is 0.1 :

1. There is no correlation or relationship between independent variables if the tolerance is above 0.1 or the VIF value is below 10.
2. Correlation and relationships between independent variables occur if the tolerance value is below 0.01 or the VIF value is above 10.

c. Heteroscedasticity Test

The Heteroskedasticity Test stated by Ghazali (2021:178), which ensures that the variance of the residuals in the model when applied to several observations shows that there is inequality. In this research, the Glesjer test was used. The findings of the Glesjer test can be obtained by regressing the independent variable and the absolute residual if the sig value of the independent variable is < 0.05 , indicating that there is heteroscedasticity and vice versa.

3. Multiple Linear Regression Analysis

(Sanusi, 2012) state regression linear multiple on essentially an expansion of the basic regression equation, with the set of independent variables increasing from one to two or more. The multiple linear regression equation in this research is:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

4. Hypothesis Testing

a. Partial Test (t Test)

This test evaluates the impact of each independent variable on the dependent variable. 0.05 is the significance level limit used. If the significance value is below 0.05, then the independent variable has a partial impact on the dependent variable. H_0 is allowed and H_a is denied if $t_{\text{count}} < t_{\text{table}}$; and vice versa

b. Simultaneous Test (F Test)

The purpose of the F test is whether the independent factors have an impact on the dependent variable simultaneously. This is done by comparing the calculated F numbers and table F numbers. The assessment categories in the F test are:

1. If $f_{\text{count}} < f_{\text{table}}$ and $\text{sig} > 0.05$, the variables being tested do not have a simultaneous influence.
2. If $f_{\text{count}} > f_{\text{table}}$ and $\text{sig} < 0.05$, the variables being tested have a simultaneous influence.

5. Coefficient of Determination Test

According to the (Ghozali I., 2018) *adjusted R square* coefficient of determination value, it shows how much correlation there is between the independent variable and the

variable used. Zero (0) to one (1) is the range of termination coefficient values (R^2). If the adjusted R square is 0, then variable Y cannot be explained by the variable's squared determination. And if it is the independent and strong.

Tabel Hasil Uji Validitas Variabel Promosi Jabatan (X2)

Indikator	Nilai rhitung	Nilai rtabel	Keterangan
X2.1	0,374	0,254	Valid
X2.2	0,450	0,254	Valid
X2.3	0,267	0,254	Valid
X2.4	0,450	0,254	Valid
X2.5	0,455	0,254	Valid
X2.6	0,455	0,254	Valid

determination number = be explained by the coefficient of close to 1, it shows that dependent variables are

DATA ANALYSIS RESULTS

1. Instrument Test

a. Validity test

Tabel Hasil Uji Validitas Variabel Pengembangan Karir (X1.1)

Indikator	Nilai rhitung	Nilai rtabel	Keterangan
X1.1	0,428	0,254	Valid
X1.2	0,364	0,254	Valid
X1.3	0,371	0,254	Valid
X1.4	0,446	0,254	Valid

The table above reveals that all questions on the Career Development variable (X1) are declared valid because the calculated r is above the r table, meaning it can be used as a

The table above reveals that all questions on the employee performance variable (Y) are declared valid because the calculated r is above the r table, so it can be used as a questionnaire and can be analyzed further to become a measuring tool.

The table above presents a reliability test which shows that all variables have a Cronboard alpha of more than 0.6. This reveals that the instrument for each variable is reliable and can be tested further.

b. Uji Reliabilitas

Tabel Hasil Uji Validitas Variabel Kinerja Karyawan (Y)

Indikator	Nilai rhitung	Nilai rtabel	Keterangan
Y1	0,267	0,254	Valid
Y2	0,295	0,254	Valid
Y3	0,321	0,254	Valid
Y4	0,317	0,254	Valid
Y5	0,362	0,254	Valid

The table above presents a reliability test which shows that all variables have a Cronboard alpha of more than 0.6. This reveals that the instrument for each variable is reliable and can be tested further.

Reliability Statistics

Cronbach's Alpha	N of Items
,769	15

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		60
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,43104553
Most Extreme Differences	Absolute	,110
	Positive	,067
	Negative	-,110
Test Statistic		,110
Asymp. Sig. (2-tailed)		,066 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

2. Uji Asumsi Klasik

a. Uji Normalitas

Tabel diatas mengungkapkan data normal. Data terdistribusi normal bila nilai Sig diatas 0,05. Dengan demikian data riset ini terdistribusi normal (0,66 diatas 0,05).

b. Uji Multikolinearitas

Collinearity Statistics	
Tolerance	VIF
,779	1,283
,779	1,283

The table above reveals the VIF values for all independent variables, namely career development (X1) and job promotion (X2) below 10, tolerance above 0.10. Thus, career development (X1) and job promotion (X2) are free from symptoms of multicollinearity.

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1,384	1,563		,886
	Pengembangan Karir	-,115	,085	-,200	,180
	Promosi Jabatan	,066	,059	,166	,264

a. Dependent Variable: ABSRES

c. Uji Heteroskedastisitas

The table above presents the sig value for career development (X1) 0.180 sig for job promotion (X2) 0.264. These results reveal a sig number above 0.05 which shows that the

research results are not heteroscedastic.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9,635	2,503		3,849	,000
Pengembangan Karir	,374	,136	,349	2,748	,008
Promosi Jabatan	,202	,094	,272	2,145	,036

a. Dependent Variable: Kinerja Karyawan

3. Analisis Linier Berganda

Terlihat jelas dari data pada tabel uji regresi linier berganda di atas bahwa model persamaan regresinya yakni

$$Y = 9,635 (a) + 0.374 (X1) + 0.202 (X2)$$

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9,635	2,503		3,849	,000
Pengembangan Karir	,374	,136	,349	2,748	,008
Promosi Jabatan	,202	,094	,272	2,145	,036

a. Dependent Variable: Kinerja Karyawan

4. Hypothesis Testing

a. Partial Test (t Test)

1) The table above, t count 2.748 > t table 2.002 Sig 0.008 < 0.05 so that Career Development (X1) has a significant positive impact on Employee Performance (Y)

2) In the table above, it can be seen that the calculated t value is 2.145 > t table 2.002 sig 0.036

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	48,108	2	24,054	11,348	,000 ^b
Residual	120,826	57	2,120		
Total	168,933	59			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Promosi Jabatan, Pengembangan Karir

< 0.05 so that Position Promotion (X2) has a significant impact on Employee Performance (Y).

b.Uji Simultan (Uji)

The output above presents Fcount > Ftable (11,348 > 3.16). So it is said that simultaneously or together Career Development (X1) and Position Promotion (X2) have an impact on Employee Performance (Y).

DISCUSSION

1. Influence Development Career To Performance Employee

Research from the t test reveals $t_{count} 2.748 > t_{table} \text{ value } 2.002$ with $sig. 0.008 < 0.05$ means that Career Development has a significant positive impact on Employee Performance and H_a is accepted.

The mean value of the Career Development variable statement is Work Experience (4.51) , Training (4.38), Educational Background (4.18), Policy (4.45). Based on the average of the question items obtained in the Career Development variable indicator that dominates, namely the Work Experience indicator which influences employee development in understanding the work procedures that apply in the PDAM office .

The research results state that the performance of PDAM Tirta Umbulan office employees in Pasuruan City is influenced by career development because the company uses this to ensure employees within the company have the necessary education, skills and experience as needed. Career development has a strong impact on employee performance.

In line with research by Wahyu Irawan (2021) which states that Career Development has a significant impact. on Employee Performance.

2. The Effect of Position Promotion on Employee Performance

Research from the t test reveals $t_{count} 2.145 > t_{table} \text{ value } 2.002$ with $sig. 0.036 < 0.05$ means that promotion has a positive impact on employee performance and H_a is received.

The average value of the Position Promotion statement items is Work Agreement (4.38) , Honesty (4.37), Discipline (4.38), Work Performance (4.37), Loyalty (4.3), Leadership (4.38). 3). Based on the average of the question items obtained in the Position Promotion variable indicator, the one that dominates is the Discipline indicator in carrying out tasks given by superiors by always being careful.

The research results state that the performance of PDAM Tirta Umbulan office employees in Pasuruan City is influenced by job promotions because to help complete work and assess performance, promotions in the workplace are very important for skill development. Achieving a promotion will certainly increase an employee's productivity at work. Therefore, it can be said that when high achievers receive a promotion, it motivates employees to work more optimally in carrying out their duties.

In line with research by Rofiq Nooman Haryadi, et al in 2022 which revealed that Position Promotion has a significant impact. on Employee Performance (Haryadi, Sunarsi, Erlangga, Nurjaya, & Wijandari, 2022).

3. Influence of Career Development and Position Promotion On Employee Performance

Research from the t test reveals $t_{count} 2.145 > t_{table} \text{ value } 2.002$ with sig. $0.036 < 0.05$ means that promotion has a positive impact on employee performance and H_a is received.

Based on the average of the question items obtained in the Employee Performance variable indicator that dominates, namely the effectiveness indicator in completing the work targeted by the PDAM company.

In line with research by Wahyu Irawan (2021) which reveals that career development has a significant impact on employee performance(Irawan, Priyono, & Khoirul, 2021)

Suggestion

1. For PERUNDAM Tirta Umbulan

Based on the research results, the influence of career development on item

The position promotion item X2.1 has the highest, namely 4.38 So it is recommended that Perumdam maintain that employees carry out work in accordance with the agreement established by the company.

2. For the next researcher

Researchers realize that it is far from perfect. Researchers hope that further researchers can develop and explore information. It is hoped that the findings of this research will serve as a guide for future researchers in conducting further research. Future researchers must also be equipped with the latest techniques and instruments for data analysis so that they can be integrated with various factors that may influence employee performance.

CONCLUSION

1. Partially, career development has an influence on PERUNDAM employee performance.
2. Partially, job promotions have an influence on PERUNDAM employee performance.
3. Simultaneously or together Career development and job promotions have an impact on PERUNDAM employee performance.

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