

The Effect of Career Management and Job Satisfaction on Employee Performance in Services Public in BKPSDM, Bone Bolango District

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Article Information

Received: November 13, 2022

Accepted: December 22, 2022

Published: Published 15, 2023

Keywords

Performance, Public Service, Career Management, Career Satisfaction

ABSTRACT

This study aims to determine the effect of career management and job satisfaction on employee performance in public services at BKPSDM Bone Bolango Regency partially or simultaneously. The approach in this research is quantitative. The research method is *ex post facto* and correlational research design. The data analysis technique used is multiple regression. The results showed that (1) the regression results found that an increase in career management by 1 unit would increase employee performance in public services at BKPSDM Bone Bolango Regency by 32.20%. The results of testing the hypothesis found that career management has a positive and significant effect on employee performance in public services at BKPSDM Bone Bolango Regency. (2) The regression results found that an increase in job satisfaction by 1 unit would increase employee performance in public services at BKPSDM Bone Bolango Regency by 37.20%. The results of testing the hypothesis found that job satisfaction has a positive and significant effect on employee performance in public services at BKPSDM Bone Bolango Regency. (3) Career management and job satisfaction simultaneously have a significant effect on employee performance in public services at BKPSDM Bone Bolango Regency, with a coefficient of determination of 0.694 or 69.40%. The epsilon value of 30.60% is thought to be influenced by other variables such as competency factors, performance allowances, leadership, organizational commitment, employee work stress and employee conflict management as well as facilities and infrastructure in public services.

INTRODUCTION

The management of human resources in providing services is the main key so that the services provided by the public sector are better and optimal. Public service is one of the services provided by non-profit organizations to the community in accordance with the main duties and functions of the establishment of the agency so that good service is a sign of the good performance of an employee within the agency. Performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the agency. Employee performance is a very important thing in an organization's efforts to achieve its goals. As stated by As'ad (2012):

Producing good performance is the hope of all agencies, including the Personnel and Human Resources Development Agency (BKPSDM) Bone Bolango Regency. As a public agency, of course, BKPSDM has a work plan which contains targets and various efforts to achieve these results. Performance achievement measurement aims to encourage government agencies to increase transparency, accountability and effectiveness of policies and programs and can be input and feedback for interested parties in order to improve the performance of government agencies as one manifestation of the determination to always be serious about implementing state governance and development based on the principles of "Good Governance" by using the Government Agency Performance Accountability System (SAKIP). Therefore, administrative employees are required to perform well in order to be able to provide excellent service in accordance with the rules and stakeholder needs.

Performance in public services is very important because as employees of public sector agencies, the best performance can be seen from how quality public services can be provided by employees to recipients of these services. Various factors can influence performance in public services, one of which is career management. Career management will improve employee performance because the business world is showing very rapid capabilities, followed by the emergence of various new companies engaged in various fields. The existing companies are always trying to get a favorable position and conditions. Conditions like this will lead to a very tight competition between existing companies.

Selection of career management as a factor affecting employee performance as according to Rivai (2013: 299) that one's career management is the first step for a career path. Employees need to start thinking about developing themselves according to their abilities and skills. The HR department can help develop the employees/members of the organization concerned with a good system. Career consists of all the jobs that exist while a person is working, or it can also be said that a career is all the positions occupied by a person in his working life. Career development can result in high performance and can reduce work turnover.

Another factor is the job satisfaction of employees, where Putu (2013: 636) states that job satisfaction and performance have a positive and significant influence, meaning that the higher the satisfaction received by employees, the higher the employee performance. Job satisfaction is an emotional attitude or a pleasant feeling and loves his job. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed at work, outside of work, and a combination of inside and outside of work (Hasibuan, 2017: 202). Employee performance is said to be good, if the job satisfaction felt by employees is also getting better. In other words, good employee performance can be influenced by job satisfaction in employees.

RESEARCH METHODS

A. Location and Time of Research

The location used as the object of research is BKPSDM Bone Bolango Regency. The basis for choosing the location in this study were (1) the ease of obtaining research data, (2) the existence of problems that were in accordance with the main duties and functions of the researchers, (3) the level of employee performance in public services was still not optimal. This research will be carried out for \pm 3 months from September 2022 to December 2022.

B. Approach, Method and Research Design

1. Research Approach

This research was carried out using a quantitative research approach, with a quantitative paradigm. According to the problem raised in this study is an associative problem, namely a research question that connects two or more variables. The variable relationship in the study is a causal relationship, namely a causal relationship.

2. Research methods

The method used in this research is ex-post facto research. Ex-post facto research based on the meaning of the word, namely "from what was done after the fact", then this research is called post-event research. Therefore, this research can only be carried out when an event in which there are components of the independent variable and the dependent variable has occurred. Ex post facto research is often referred to as casual comparative research, because this research seeks information about the causal relationship of an event.

This research is a quantitative research, namely research that aims to measure the effect of the independent variables on the dependent variable. The research design to determine the effect of career management and job satisfaction on employee performance in public services is described as follows:

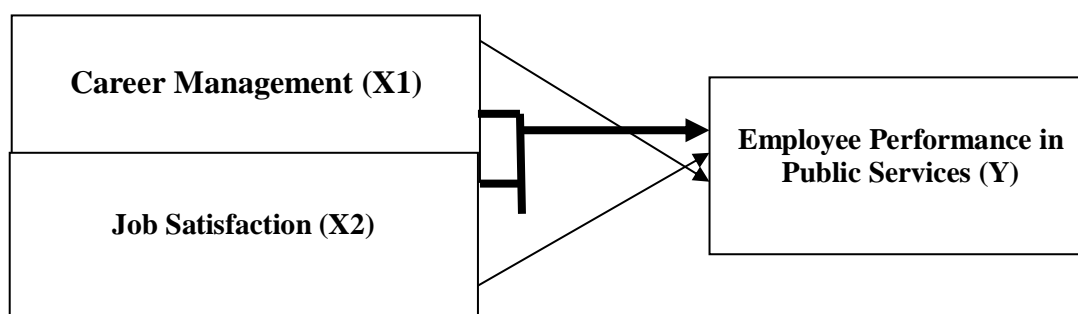


Figure 3.1: Research Design

DISCUSSION

1. The influence of career management on employee performance in public services at BKPSDM Bone Bolango Regency

Career management will improve employee performance because the business world is showing very rapid capabilities, followed by the emergence of various new agencies engaged in various fields. The existing agencies are always trying to get a favorable position and conditions. Conditions like this will lead to a very tight competition between existing agencies. Competition is also getting tougher with the development of information and increasing technology resulting in global and comprehensive competition (Werner and DeSimone, 2016: 461). Efforts to improve employee performance are one of the main factors for agencies in achieving agency goals. There are several factors that can improve employee performance, including: salary, work environment, and opportunities for achievement. With the salary, work environment, and opportunities for achievement, it is expected to be able to improve the abilities and skills of employees in carrying out the tasks assigned by the agency. One important aspect in improving employee performance is career management which is carried out and implemented by agencies.

The results of the descriptive analysis regarding career management found that the career management variable lies in the "good enough" criteria with a score of 76.28%. This shows that BKPSDM Bone Bolango Regency tends to be quite active in managing the careers of the employees in it, which aims to motivate employees to have better work results. Career management will encourage employees to continue to carry out work according to their responsibilities with an effective and efficient work process for the organization, especially in providing quality public services for the government of Bone Bolango Regency. The results of each indicator found that the highest indicator regarding career development so that the Bone Bolango District BKPSDM always strives to carry out employee career development programs.

Employee values and perspectives on career management need attention. Career management in an organization is an activity that combines various future training needs with human resource planning. Career management from the employee's point of view provides an overview of future career paths within the organization and indicates the long-term interests of the organization for its employees, and for the organization career management provides some guarantees that there will be employees who will fill positions. which will be vacant in the future (Gomes in Triton, 2010: 154).

The results of the first hypothesis regression analysis show that an increase in career management by 1 unit will increase employee performance in public services at BKPSDM Bone Bolango Regency by 32.20%. The results of testing the hypothesis found that career management has a positive and significant effect on employee performance in public services at BKPSDM Bone Bolango Regency, which means that the more effective career management is carried out on employees will be able to improve employee performance in public services at BKPSDM Bone Bolango Regency.

Career management will improve employee performance because the business world is showing very rapid capabilities, followed by the emergence of various new agencies engaged in various fields. The existing companies are always trying to get a favorable position and conditions. Conditions like this will lead to a very tight competition between existing agencies. Competition is also getting tougher with the development of information and increasing technology which results in global and comprehensive competition.

Optimal performance of each employee cannot be created without the presence of factors that influence it crucially, one of these factors is based on relevant previous theory and research, namely career management. According to Noe (2010: 447) that career management is a process in which employees (1) become aware of their own interests, values, strengths and weaknesses, (2) obtain information about job opportunities within the organization, (3) identify career goals, and (4) establish an action plan to achieve career goals. Through these results, the Bone Bolango Regency BKPSDM needs to maximize career management where the implementation of career planning and career management for each employee should be prepared in an objective and transparent manner, among others, opening wide opportunities for every employee to continue their formal education to a higher level. Then the direction of the company's orientation is so that it is not only focused on agency profits, but is also complemented by a humane orientation by providing opportunities for each employee to pursue a longer career for their future.

The research results found that there is a positive and significant influence of career management on employee performance in public services at BKPSDM Bone Bolango Regency so that it is in line with and supports the theory from Juliani (2015) promotion in agencies can be

based on social presentability, visibility, political skills, professional skills, as well as based on patrimonial or family ties. However, from the various factors that have been mentioned, management skills play a very important role in supporting or enhancing the career success of an employee in an agency. Overall it can be said that the values and perspectives of employees in career management need to be considered when the agency is experiencing tight management. Tightening management or management cut back has caused many agencies to experience a decrease in the quality of staffing related to career management. This will be followed by a decrease in the estimated budget for planning and human resource management. As a result of this reduced budget, there is interest in efforts to develop proactive answers related to future priorities. This situation if left unchecked can lead to a decrease in the value and perspective of employees towards career management. The direct effect that can be felt by decreasing employee values and perspectives on career management is the tendency of employees to become more concerned about existing employees than their concern for the progress of newly recruited employees.

2. The effect of job satisfaction on employee performance in public services at BKPSDM Bone Bolango Regency

Job satisfaction is the level of enjoyment people receive from doing their jobs. If people who enjoy their work will feel quite satisfied, if they don't enjoy their work they will feel less satisfied. Thus employees who are satisfied tend to have morale towards their work environment. According to Handoko (2009: 87) states job satisfaction (job satisfaction) as a pleasant or unpleasant emotional state with which employees perceive their work. Job satisfaction reflects a person's attitude towards his work. This can be seen in the positive attitude of employees towards work and everything that is encountered in the work environment.

The descriptive results show that the variable job satisfaction lies in the criteria of "good enough" with a score of 76.71%. This shows that employees at BKPSDM Bone Bolango Regency feel quite satisfied with the various work awards they have received and the various expectations that are in accordance with the realities in the field carried out by employees. The level of employee satisfaction will encourage employees to continue to be active in providing the best performance results in order to achieve organizational performance and individual performance that continues to increase. The results for each indicator found that the highest indicator is fairness, which means that employees feel fairly fair about the things they receive or the workload of employees in carrying out their duties and responsibilities.

Job satisfaction is a pleasant or unpleasant emotional state with which employees perceive their work. Research conducted by Titik Rosita (2016), Hendra Kurniawan (2015) and Rifki Miftahul Arifin (2016) found that job satisfaction partially has a significant positive effect on performance. Shows that job satisfaction, among other things, has a role in achieving better productivity and quality standards, avoiding the possibility of building more stable forces, and more efficient use of human resources.

The results of the second hypothesis regression analysis show that an increase in job satisfaction by 1 unit will increase employee performance in public services at BKPSDM Bone Bolango Regency by 37.20%. The results of testing the hypothesis found that job satisfaction has a positive and significant effect on employee performance in public services at BKPSDM Bone Bolango Regency. The meaning of the positive coefficient indicates that the performance of employees in public services at BKPSDM Bone Bolango Regency will increase if employee

satisfaction is considered and followed up to optimize it. Through these results, it is important for the leadership of the Bone Bolango District BKPSDM to optimize employee satisfaction by providing good motivation in the form of rewards for work achievements and punishment for various undisciplined activities carried out.

According to Kreitner and Kinicki (2005:271) that job satisfaction is a pleasant and unpleasant emotional state for a job. Every employee will be satisfied if there is no difference between expectations and reality. The more aspects of work that are in accordance with the expectations and interests of each employee, the higher the level of satisfaction. Thus it can be predicted that if employee satisfaction is high then the performance will also be high. Satisfaction is a set of employee feelings about whether their job is enjoyable or not. Employees who are satisfied with work will work better and be enthusiastic about working to produce maximum performance.

The results of the study found that there was a positive and significant effect of job satisfaction on employee performance in public services at BKPSDM Bone Bolango Regency in line with and supports the theory of Robbins (2015: 170) which stated that job satisfaction is a general attitude towards one's work as the difference between the number of rewards one receives workers receive with the amount of rewards they believe they should receive. Job satisfaction is an important thing that individuals have at work. Each individual worker has different characteristics, so the level of job satisfaction varies, and the level of job satisfaction can have a different impact on achieving performance. This is also in accordance with the opinion of Priansa (2014: 291) job satisfaction is an employee's feelings towards his work, whether happy/like or not happy/disliked as a result of employee interaction with the work environment or as a perception of mental attitude, as well as the result of an employee's assessment of his work. Employees' feelings towards their work reflect their attitudes and behavior at work.

3. The effect of career management and job satisfaction simultaneously on employee performance in public services at BKPSDM Bone Bolango Regency

Employee performance is the result of work achieved by an individual that is adapted to the role or task of the individual in an institution within a certain period, which is related to a measure of certain values or standards from the institution where the individual works. Employee performance is very important for an agency or institution to determine the abilities, skills, quality of work, quantity of work, and time used by employees to work. Thus employee performance also determines the achievement of a goal expected by an agency or agency. Performance or work performance is the result of work in terms of quality and quality achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Employee performance will depend on two factors, namely the ability of employees and work motivation. Employee capabilities such as: level of education, knowledge, and experience. The ability level will be able to influence the results of employee performance where the higher the level of employee ability will produce higher performance as well. According to Dessler (2007: 72), said that performance appraisal is usually defined as any procedure which includes: setting performance standards, evaluating actual employee performance in relation to standards, and providing feedback to employees with the aim of motivating the person to eliminate setbacks performance or continue to perform even higher.

The results of the descriptive analysis show that the variable performance of employees in

public services lies in the criteria that are quite good with a score of 77.96%. This shows that BKPSDM employees in Bone Bolango Regency have achieved sufficient performance from the performance targets that have been set. This fairly good performance was born from the optimization of career management and the existence of employee satisfaction over various things that happened and was given by the agency to employees as a reward for the work done. The results for each indicator found that the highest indicator is the adaptability indicator, which means employees are able to adapt to various circumstances and organizational culture so that performance can be better.

The results of simultaneous testing of the third hypothesis show that career management and job satisfaction simultaneously have a significant effect on employee performance in public services at BKPSDM Bone Bolango Regency, with a coefficient of determination of 0.694 or 69.40%. The epselon value of 30.60% is thought to be influenced by other variables such as competency factors, performance allowances, leadership, organizational commitment, employee work stress and employee conflict management as well as facilities and infrastructure in public services.

Through these results, in an effort to improve performance, it is important to improve employee capabilities through education and training as well as increasing work commitment through providing motivation and direction. If this is optimized, it will have an impact on employee loyalty in order to create various positive factors that can improve employee performance. Then the need for various concrete actions and coordination between employees as a form of communication in realizing optimal work results in order to create and produce the performance of BKPSDM Bone Bolango Regency in financial, operational and administrative aspects.

The research results found that there is an influence of career management and job satisfaction on employee performance in public services at BKPSDM Bone Bolango Regency in line with and supports the theory of Rivai (2013: 299) that it is very important to get career management for the organization and to make work satisfying with goals to deal with individual performance issues as well as organizational performance. Then it is also in line with the opinion of Putu (2013: 636) which states that job satisfaction and performance have a positive and significant influence, meaning that the higher the satisfaction received by employees, the higher the employee performance. Job satisfaction is an emotional attitude or a pleasant feeling and loves his job.

CONCLUSION

Based on the results of the research and discussion in the previous chapter, several conclusions can be drawn as follows:

1. The regression results found that an increase in career management by 1 unit would increase employee performance in public services at BKPSDM Bone Bolango Regency by 32.20%. The results of testing the hypothesis found that career management has a positive and significant effect on employee performance in public services at BKPSDM Bone Bolango Regency, which means that the more effective career management is carried out on employees will be able to improve employee performance in public services at BKPSDM Bone Bolango Regency.

2. The regression results found that an increase in job satisfaction by 1 unit would increase employee performance in public services at BKPSDM Bone Bolango Regency by

37.20%. The results of testing the hypothesis found that job satisfaction has a positive and significant effect on employee performance in public services at BKPSDM Bone Bolango Regency, which means that employee performance in public services at BKPSDM Bone Bolango Regency will increase if employee satisfaction is considered and followed up for optimization.

3. Career management and job satisfaction simultaneously have a significant effect on employee performance in public services at BKPSDM Bone Bolango Regency, with a coefficient of determination of 0.694 or 69.40%. The epsilon value of 30.60% is thought to be influenced by other variables such as competency factors, performance allowances, leadership, organizational commitment, employee work stress and employee conflict management as well as facilities and infrastructure in public services.

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