

Effect of Performance Assessment on Employee Career Development at the Human Resources Development Agency of South Sulawesi Province

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Abstract

The purpose of this study was to determine and analyze effect of performance assessment on employee career development at the Human Resources Development Agency of South Sulawesi Province. When viewed from the type of data, it is certain that this research is a quantitative research. The type of data that will be used in this research is quantitative data. Sources of data used in this study are primary data and secondary data. The population in this study are all employees of the Human Resources Development Agency of South Sulawesi Province. The population used in this study are 103 employees of the Human Resources Development Agency of South Sulawesi Province. The sample in this study are 82 employees. The analytical method in this study uses simple linear regression analysis. The results show that performance assessment has a positive and significant effect on employee career development at the Human Resources Development Agency of South Sulawesi Province.

Keywords

performance assessment;
employee career
development; human
resources development



I. Introduction

In this era of globalization, a company or organization must be able to improve efficiency and effectiveness in the operation of human resources in their performance. In order to maintain and develop its performance, organizations often experience obstacles which include changes in information, technology, and the need for competent human resources, as well as increasingly fierce competition within the organization as well as not optimal performance appraisal of an employee will have a bad impact on careers employee.

Career development generally as part of human resource development in companies and or organizations is still on the basis of kinship, closeness, friendship, and personal interests. Not yet on the basis of competence and needs. Often the career path of someone who is placed as an employee still depends on good luck and because they are not ready to climb the career ladder or are not prepared in advance for their career paths and or are not prepared to climb the career ladder, causing employees to be inefficient and ineffective in going through the career ladders.

According to the Law of the Republic of Indonesia Number 5 of 2014 concerning State Civil Apparatus, which is listed in Article 69 Paragraphs 1 and 2:

1. The career development of the state civil apparatus is carried out based on the qualifications, competencies, job assessments, and the needs of Government Agencies.
2. The career development of the state civil apparatus as referred to in paragraph (1) is carried out by considering integrity and morality.

Tinneke (2017:64) says that performance appraisal is a management tool used to assess the achievement of predetermined goals and objectives. Performance appraisal is carried out to provide an assessment of the work or work performance obtained by the organization, team or individual. Performance appraisal will provide feedback on performance goals and objectives, planning and performance implementation processes.

Ritonga (2018:14) says that a good performance appraisal will provide benefits for office employees. For example, improving work performance, adjusting compensation, training and development needs, planning and developing employee careers, providing fair job opportunities and being able to face the external challenges of the office going forward.

According to Adrew J. Fubrin in Andriani (2019) career development is a move to a higher position by increasing work performance, education, and training. And also staffing activities that help employees plan their future careers in the organization, so that the organization and the employees concerned can develop themselves to the maximum.

Based on the results of initial observations, it was found that career development at the Human Resources Development Agency of South Sulawesi Province in developing its employees through training held by the organization also held a selection in order to increase the potential of employees for career advancement and work by sending employees to higher levels with the program scholarship. It can be said that the career management carried out at the Human Resources Development Agency of South Sulawesi Province is quite good. But the problem here, as with other government agencies, "seniority" is still the benchmark. Besides that, loyalty to work and loyalty to the leadership is not in doubt. So it often causes dissatisfaction for employees.

In particular, performance appraisal in the Human Resources Development Agency of South Sulawesi Province generally uses the method of field review and observation of work performance. In this method, expert representatives of the personnel department go to the field and assist in their assessment. The personnel specialist obtains specific information from the immediate supervisor about the performance of the worker being assessed, and then prepares an evaluation on the basis of that information. The evaluation results are sent to the supervisor for review, amendment, approval, and discussion with the assessed employee. And also this method is used when the number of jobs is limited. Assessment of job performance is based on knowledge and skills tests. And in the form of written and demonstration skills.

The purpose of this study was to determine and analyze effect of performance assessment on employee career development at the Human Resources Development Agency of South Sulawesi Province.

II. Review of Literature

2.1 Performance Assessment

According to Fletcher in Amirul et al. (2019:4) defines performance appraisal as an organizational activity in trying to assess educational staff and develop competencies, improve performance and distribute rewards.

Armstrong and Baron in Amirul et al. (2019:4) defines performance management as a process to achieve a high and effective level of organizational performance that contributes to individual and team management.

From several definitions of performance appraisal put forward by several experts, the researcher can conclude that performance appraisal is the result achieved by employees in carrying out a job given to them both in quantity and quality through procedures that focus on the goals to be achieved and with the fulfillment of implementation standards.

According to Nisak (2017:21), there are several specific objectives of the assessment, namely:

1. As a basis for decision making.
2. As a basis for predicting performance by correlating test results with performance appraisal results.
3. Provide feedback to employees, so that performance appraisal can serve as a vehicle for self-development and employee career development.
4. If job development needs can be identified, performance appraisals can help determine the objectives of the training program.
5. If employee performance can be determined precisely, then performance appraisal can help diagnose organizational problems.

2.2 Employee Career Development

According to Putu (2020:203) career development is a series of lifelong activities (such as workshops) that contribute to the exploration, consolidation, success and fulfillment of one's career. Career planning is a thoughtful process when one has an understanding of one's skills, knowledge, motivation, and other characteristics; get information about opportunities and options; identify career-related goals; and establish action plans to achieve specific goals.

According to Mangkunegara in Joko et al. (2019:4) said that career development is an employment activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop themselves to the maximum. According to Siagian in Bahri and Nisa (2017:2) career development are personal changes that a person makes to achieve a career plan.

From several definitions of career development put forward by several experts, the researcher can conclude that career development is the action of an employee to achieve his career plan, which is sponsored by the human resources department, managers, and other parties.

According to Martoyo in Himma (2018:140) the benefits of career development are as follows:

1. Increasing the ability of employees. With career development through education and training, the intellectual abilities and skills of employees will be further increased that can be contributed to the organization.
2. Increasing the supply of capable employees. The number of employees with higher abilities than before will increase, making it easier for the leadership (management) to place them in more appropriate jobs or jobs. Thus the supply of capable employees will increase and will clearly benefit the organization.

According to Soekidjo Notoatmodjo in Nisak (2017:31) career development in any organization or institution has two interests, namely:

1. For Employees
 - a. The employee can develop and use his/her potential optimally.
 - b. The higher the position or position of a person in an institution or organization, the greater the challenges faced.
 - c. In carrying out duties or work, an employee has authority or autonomy.
 - d. Authority is usually followed by responsibility.
2. For Organization
 - a. Increasing the organization's ability to obtain and retain quality employees.
 - b. The good name of a company or work institution is assessed by the quality of the work of its employees or workforce.

- c. Reducing employee anxiety.
- d. The heterogeneity or diversity of employees in a company or work organization/institution is generally a representation of the community.

III. Research Method

When viewed from the type of data, it is certain that this research is a quantitative research. Quantitative research seeks to obtain objective, valid, and reliable data by using data in the form of numbers or qualitative numbers which are numbered (Asyraini et al., 2022; Octiva et al., 2021).

The type of data that will be used in this research is quantitative data. Quantitative data is data obtained in the form of numbers and of course related to the problem to be studied (Pandia et al., 2018; Pandiangan et al., 2018).

Sources of data used in this study are primary data and secondary data. Primary data is data that is directly and immediately obtained from data by researchers for specific research purposes. In other words, primary data is data obtained directly from the first source, either through observation or interviews with respondents and informants (Pandiangan, 2015; Pandiangan, 2022). Secondary data is data that has been previously collected and reported by people outside the researchers themselves, even though what is actually collected is original data. In other words, secondary data is data obtained from a second source, apart from those being researched which aim to support the research being conducted. Secondary data can also be said as complementary data that can be used to enrich the data so that what is given is truly in accordance with the expectations of the researcher and reaches a saturation point. This means that the primary data obtained is not in doubt because it is also supported by secondary data (Octiva, 2018; Pandiangan, 2018; Pandiangan et al., 2021).

The population in this study are all employees of the Human Resources Development Agency of South Sulawesi Province. The population used in this study are 103 employees of the Human Resources Development Agency of South Sulawesi Province. The sample in this study are 82 employees.

The analytical method in this study uses simple linear regression analysis. Simple linear regression analysis is a regression model that estimates the relationship between one independent variable and one dependent variable using a straight line (Octiva et al., 2018; Pandiangan et al., 2022; Tobing et al., 2018).

IV. Results and Discussion

4.1 General Description of the Company

a. Brief History of the Institution

The formation of the Human Resources Development Agency cannot be separated from the strategic policy direction of South Sulawesi Provincial Government where before the formation at the Human Resources Development Agency of South Sulawesi Province started from:

1. In 1992, the organization and work procedure of Education and Training of South Sulawesi Province was formed based on Regional Regulation Number 12 of 1992 concerning Organization and Work Procedure of Education and Training of Dati I Province of South Sulawesi.

2. In 2001 through the Regional Regulation of the Province of South Sulawesi Number 25 of 2001 it was changed to the Agency for the Development of Human Resources for Apparatus.
3. In 2008 through the Regional Regulation of the Province of South Sulawesi in 2008 it was changed to the Education and Training Agency of South Sulawesi Province by referring to Government Regulation Number 41 of 2007.
4. In 2016 through the Regional Regulation of South Sulawesi Province, it was changed again to the Human Resources Development Agency of South Sulawesi Province. The central location of the Human Resources Development Agency of South Sulawesi Province was initially on Campus I, which is located at Jalan Sultan Alauddin Number 105 B then changed locations since 2017 until now at Campus II which is located at Jalan Cendrawasih Number 233, Baji Makassar.

b. Vision and Mission

1. Vision

Leading in the innovation of competency-based human resource development.

2. Mission

1. Realizing the planning and development of competency-based education and training programs.
2. Realizing the implementation of education and training based on the quality management System and based on information technology.
3. Expanding network with stakeholders.
4. Realizing commitment to education and training regulations.

4.2 Simple Linear Regression Analysis Results

This analysis is to determine whether the direction of the relationship between variable X and variable Y is positive or negative and to predict the value of the dependent variable if the value of the independent variable increases or decreases.

Table 1. Simple Linear Regression Analysis Results

Coefficients ^a						
		Unstandardized Coefficient		Standardized Coefficient		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	29.773	3.087		9.646	.000
	Performance Assessment	.325	.074	.438	4.361	.000

a. Dependent Variable: Employee Career Development

Source: SPSS V.26 Data Processed

The results show that performance assessment has a positive and significant effect on employee career development at the Human Resources Development Agency of South Sulawesi Province. The implementation of performance assessment held at the Human Resources Development Agency of South Sulawesi Province has significant effect on employee career development so that performance assessment activities can be used as a place to motivate employees to work better so that they can achieve career advancement in the future.

V. Conclusion

The results show that performance assessment has a positive and significant effect on employee career development at the Human Resources Development Agency of South Sulawesi Province.

Based on the results of the study, the authors suggest that the Human Resources Development Agency of South Sulawesi Province:

1. Performance assessment helps identify the strengths and weaknesses of employees, therefore agencies should implement a performance assessment system that can help relevant agencies to find out the strengths and weaknesses of employees so that employees can try to learn to improve their weaknesses in the tasks and responsibilities given.
2. In evaluating the performance of the continuous assessment system for major achievements and failures or successes, employees should carry out their duties and responsibilities to the maximum so that they get a special or good assessment and from there employees can quickly get career development that is in accordance with their achievements.
3. In terms of career development, superiors should be more open to career advancement information. So that office employees can better manage time for what is more prioritized.
4. For further researchers who are interested in conducting research on the completeness of office facilities and infrastructure, it is better to learn and identify in advance about facilities and infrastructure because this is closely related to the work motivation of employees.

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