

## Factors that Influence the Employee Performance

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### Abstract

This study emphasizes the factors of career development and work experience, because these cannot be separated from employee performance which can support the achievement of the organization as a whole. The objectives of this study are as follows: 1). To analyze career development on the performance of employees at the Regional Financial Board of the City of Parepare (2) To analyze work experience on the performance of employees at the Regional Financial Board of the City of Parepare. 3). To analyze career development and work experience on employee performance at the Regional Financial Board of the City of Parepare. This research uses quantitative and qualitative methods. The data analysis method used is multiple linear regression analysis and sampling using probability sampling. In this study, the sample used was 77 employees of the Parepare City Regional Finance Agency. The results of the study are as follows: (1). the career development variable ( $X_1$ ) is 0.438 with  $t_{count}$  of  $3.588 >$  from  $t_{table}$  of 1.992 and a significance of 0.05 (sig.= 0.001 <0.05). (2). the work experience variable ( $X_2$ ) is 0.433 with  $t_{count}$  3.545 > from  $t_{table}$  3.545 and a significance of 0.05 (sig.=<0.05). (3). career development variables ( $X_1$ ) and work experience ( $X_2$ ) together influence employee performance variables (Y) where  $F_{count} > F_{table}$  65.590 > 3,12.

**Keywords:** Career Development, Work Experience and performance

### 1. Introduction

In maintaining and improving the performance of an organization, the role of human resource management is very important in terms of trying to make the workforce willing and able to provide the best work performance possible. In this case, the organization is obliged to pay attention to the needs of its employees, both material and non-material. One of the manifestations of attention, effort and encouragement that can be carried out by organizations towards employees, one of which is by carrying out objective and fair promotion as well as the right placement.

One of the factors to increase employee performance capacity is to link career development and work experience. Career development is a continuous process that individuals go through through personal efforts in order to achieve career planning goals that are adapted to organizational conditions. In addition to career development, the problem of work experience is also one of the factors that affect employee performance. Work experience is related to the ability and skills of employees in carrying out the tasks assigned to them. Work experience is not only seen from the skills, expertise, and abilities possessed, but work experience can be seen from the experience of someone who has worked or the length of time working in an agency. The more experience he has, the more skilled he is in carrying out his work

In accordance with Government Regulation Number 13 of 2002 concerning Amendments to Government Regulation Number 100 of 2000 concerning the Appointment of Civil Servants in Structural Positions it states that the career pattern is the pattern of fostering the State Civil Apparatus which describes the career development path which shows the linkage and harmony between position, rank, education and training for positions, competencies, and the tenure of an employee from the first appointment in a certain position until retirement.

In this study, researchers conducted observations and interviews at the Regional Finance Agency Office of the City of Parepare with human resource management and obtained information related to the problems to be studied. Researchers are more interested in conducting in-depth studies related to career development and work experience because it is closely related to employee performance, which can be seen from the phenomena that occur, among others, there are still employees who should occupy certain positions and have appropriate ranks and classes but do not occupy. In fact, this position is given to an employee whose position is lower. Furthermore, there are still employees who don't do anything unless ordered by their superiors. It can be seen from the

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employee's performance that has not been optimally influenced by several employees who work only when there is an assignment from the leadership, they do not independently or creatively complete the work properly and quickly, there are still employees who are lazy at work, and lack of employee concern to the tasks assigned so that employees do not enjoy the work they have..

(Mangkunegara, 2016) suggests that career development is a staffing/employee activity that helps employees plan their future careers at the company so that the company and the employees concerned can develop themselves to the fullest.

Work experience is the level of mastery of knowledge and skills possessed by employees at work which can be measured from the length of service and the type of work that has been done by employees during a certain period (Aristarini, 2014)

One of the factors to increase employee performance capacity is to link career development and work experience. Career development is a continuous process that individuals go through through personal efforts in order to realize their career planning goals that are adapted to organizational conditions (Dinsar, 2021). In addition to career development, the problem of work experience is also one of the factors that affect employee performance. Work experience is related to the ability and skillsof employees in carrying out the tasks assigned to them. Work experience is not only seen from the skills, expertise, and abilities possessed, but work experience can be seen from the experience of someone who has worked or the length of time working in an agency. The more experience he has, the more skilled he is in carrying out his work.

(Dinsar A. , 2021) Performance is the attainment or target of a person in carrying out their mainduties and functions as an employee in an organization or agency within a certain time which will support the achievement of set organizational goals.

Based on the background stated above, career development factors and work experience havean effect on employee performance at the Parepare City Finance Agency Office.

## 2. Theoretical Basis

### 1. Career Development

(Kadarisman, 2012) career development is a process and activity of preparing an employee to occupy a position in an organization or company, which will be carried out in the future. This development includes the understanding that the company or the HR manager has prepared a previous plan regarding the ways that need to be carried out to develop the employee's career while he is working.

#### Career Development Indicators:

(Handoko. T, 2008) indicators of career development are

- a. Work performance
- b. exposure
- c. Organizational Opportunity
- d. Mentors and Sponsors
- e. Opportunities to grow
- f. Management Support

### 2. Work Experience

Work experience can be expressed as the level of mastery of knowledge and skills possessed by a person in his work. This can be measured based on years of service and from the level of knowledge and skills possessed by these employees (Siagian, 2014)

#### Work Experience Indicator

work experience indicators put forward by Foster in (Basari, 2013)

- a. Length of work/work time
- b. Level of knowledge and skills
- c. Mastery of work and equipment
- d. Level of skills possessed

### 3. Performance

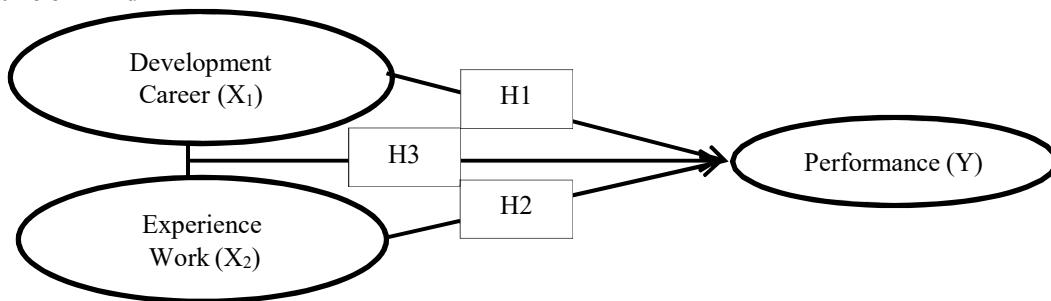
(Kasmir, 2016) stated that performance is the result of a person's work and work behavior in one period, usually 1 year. Then performance can be measured by its ability to complete the tasks and responsibilities given.

**Performance Indicator**

Performance indicators (Sedarmayati, 2007):

- Quantity
- Quality
- Punctuality

**Frame of Mind**



**3. Research Methods**

The sample in this study amounted to 77 people, all of whom were employees of the Regional Financial Board of the City of Parepare. This research is a correlative research that explains the effect of two variables in its implementation using data collection techniques such as documentation, observation, questionnaires and interviews. The data that has been collected is then processed with the SPSS (Statistical Package for the Social Sciences) application and analyzed using Multiple Linear Regression method.

**4. Research Result and Discussion**

**1. Validity Test**

In the validity test, it can be compared between the  $r_{count}$  and  $r_{table}$  values by using the Pearson correlation. It can be seen if  $r_{count} > r_{table}$  is stated to be valid, equal to a significance value score below 0.05, while  $r_{count} < r_{table}$  is declared invalid, the same as if a significance score above 0.05 is declared invalid

**Table I Validity Test**

Item Number	$r_{count}$	$r_{table}$	Information
X1.1	0,748	0,224	Valid
X1.2	0,810	0,224	Valid
X1.3	0,875	0,224	Valid
X1.4	0,852	0,224	Valid
X1.5	0,837	0,224	Valid
X1.6	0,627	0,224	Valid
X2.1	0,678	0,224	Valid
X2.2	0,742	0,224	Valid
X2.3	0,732	0,224	Valid
X2.4	0,813	0,224	Valid
Y1	0,776	0,224	Valid

Y2	0,755	0,224	Valid
Y3	0,783	0,224	Valid

From the table above, it can be explained that all statements in the variables Career Development ( $X_1$ ), Work Experience ( $X_2$ ) and performance (Y) are valid. It can be seen that the Pearson correlation ( $r_{count}$ ) for each statement item is greater than the  $r_{table}$  value with a significant level for all statement items in the table less than 0.05.

### 2. Reliability Test

(Ghozali, 2016) states that reliability is a tool for measuring a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if one's answers to statements are consistent or stable from time to time.

**Table 2 Reliability Test**

Variabel	Cronbach Alpha	Category
Development Career ( $X_1$ )	0,883	Reliability
Experience Work ( $X_2$ )	0,790	Reliability
Performance (Y)	0,660	Reliability

Based on the table above it can be seen in the career development variable ( $X_1$ ) value 0.883 work experience variable ( $X_2$ ) value 0.790 and performance variable (Y) value 0.660 of the above variables included in the reliability category.

### 3. Test t (Partial)

The  $t_{test}$  is carried out by comparing the calculated  $t_{count}$  with the  $t_{table}$  value of each variable. the independent variable is said to be influential if the  $t_{count}$  is greater than the  $t_{table}$ .

**Table 3 Test Partial Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	B e t a		
	(Constant)	.409	.327	1.2 53	.2 14
1	Development Career	.438	.122 .4 .2 .3	3.5 88	.0 01
	Experience Work	.433	.122 .4 .1 .8	3.5 45	.0 01

a. Dependent Variable: kinerja

$$t_{table} = t (a/2 ; n - k - 1) = t (0,05/2 ; 77-2-1) = (0,025; 74) = 1,992$$

Based on the results of the partial test (t test) above, it can be seen in the table above, it can be explained as follows:

- 1) The career development variable ( $X_1$ ) is 0.438 with  $t_{count}$  3.588 > from  $t_{table}$  1.992 and a significance level of less than 0.05 (sig.= 0.001 < 0.05)
- 2) For the work experience variable ( $X_2$ ) it is 0.433 with a  $t_{count}$  of 3.545 > from  $t_{table}$  1,992 and a significance level of less than 0.05 (sig.= 0.001 < 0.05)

### 4. Multiple Linear Regression Analysis

This analysis is to find out the direction of the relationship between the independent variables and the dependent variable whether each independent variable is positively or negatively related and to predict the value of the dependent variable if the value of the independent variable increases or decreases

$$Y = 0,409 + 0,438 X_1 + 0,433 X_2$$

Based on the results of the regression calculation in table 3, it can be explained as follows:

- 1) a constant value of 0.409 means that if the career development ( $X_1$ ) and work experience ( $X_2$ ) value is zero, then the performance value is 0.409.
- 2) Career Development Variable ( $X_1$ ) has a value of zero, so the performance value is 0.438. Where the career development regression coefficient ( $X_1$ ) is 0.438 which means that if the career development variable increases or has an increase of 1 point, then employee performance will also increase or increase assuming other variables remain constant or constant.
- 3) Work experience variable ( $X_2$ ) is zero, so the performance value is 0.433. Where the regression coefficient of work experience ( $X_2$ ) is 0.433 which means that if work experience increases or has an increase of 1 point, then employee performance will also increase or increase assuming other variables remain constant or constant.

### 5. Test f (Simultaneous)

The f test is usually used to compare two or more group treatments or objects/data where each treatment is repeated

**Table 4 Simultaneous Test  
ANOVA<sup>a</sup>**

Model	Sum of Squares	D f	Mean Square	F	S i g.
Regression	17.036	2	8.	65	
		518		.5	0
				90	0
					0
					b
1 Residual	9.610	74		.	
		130			
Total	26.646	76			

a. Dependent Variable: performance

b. Predictors: (Constant), work experience, career development

$$F_{\text{tabel}} = F(2 ; 77-3) (2 ; 74) = 3,12$$

Based on the above results, it can be concluded that career development variables ( $X_1$ ) and work experience ( $X_2$ ) simultaneously have a significant effect on employee performance variables (Y) where  $F_{\text{count}} > F_{\text{table}}$  ( $65.590 > 3.12$ ).

### 6. Coefficient of Determination

The coefficient of determination ( $R^2$ ) shows that a large percentage of the independent variables are able to explain the dependent variable.

**Table 5 Determination Test Results Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.833 <sup>a</sup>	.694	.686	1.832

a. Predictors: (Constant), work experience, career development

The results of the analysis above show that the value of R Square ( $R^2$ ) is 0.694 which means that the independent variables, namely career development and work experience, are able to explain the dependent variable, namely performance of 69.4% while the remaining 30.6% is explained by other factors which are not included in this research model, as follows: leadership style, work environment, work stress and others.

## 5. Discussion

Career development, work experience and performance are forms of organizational or agency responsibility to employees and are the key to how much attention and appreciation the agency has for employees. Career development in the Regional Finance Agency of the City of Parepare should be based on the position level and expertise possessed by employees, not based on discrepancies with job realities, seniorization, unclear boundaries of loyalty, difficulty adapting to the internal and external environment, work experience at the Municipal Regional Financial Board Parepare is really needed by employees in completing work or basic daily tasks in the organization or agency where he works. Career development and work experience will be one of the motivating factors for employees in carrying out their work at the Regional Financial Board of the City of Parepare, which will ultimately make all work in the institution of the Regional Financial Board of the City of Parepare effective.

1. The Career Development Variable ( $X_1$ ) partially influences the performance (Y) of the employees of the Parepare City Regional Finance Agency, where the  $t_{count}$  is  $3.588 > t_{table} 1.992$  and the significance level is less than 0.05 ( $sig = 0.000 < 0.05$ ). This shows that career development variable ( $X_1$ ) has a significant effect on employee variable (Y). Career development is a part where every employee has the same opportunity to develop a career up to the highest position. Agencies or organizations provide training for all employees to improve the ability of employees to meet the needs of work units in order to achieve the goals of the agency or organization. Then the organization or agency has a policy whereby employees who have a high educational background, have good work performance, and have integrity towards the agency or organization can easily pass the employee assessment and get a promotion.
2. The work experience variable ( $X_2$ ) partially affects the performance (Y) of the Regional Finance Board employees of Parepare City, where the  $t_{count}$  value is  $3.545 > t_{table}$  3.545 and the significance level is less than 0.05 ( $sig = 0.000 < 0.05$ ). This shows that the work experience variable ( $X_2$ ) has a positive and significant effect on the employee variable (Y). The effect of work experience on employee performance shows that it plays a very important role and greatly influences employee performance improvement. This is because when employees work longer in their fields, employees will more quickly understand their duties properly. Employees who have longer work experience and qualified skills will assist these employees in creating efficiency and effectiveness in the use of time and tools used in work. Using efficient and effective work time can help employees complete their tasks and responsibilities on time.
3. Career development variables ( $X_1$ ) and work experience ( $X_2$ ) simultaneously have a significant effect on employee performance variables (Y). This can be seen from the result of  $F_{count} > F_{table}$  ( $65.590 > 3.12$ ). It can be said that it is effective and efficient employee performance can be influenced by factors of career development and work experience. An employee who has a high level of education and training will be able to occupy a position or position in accordance with his field or work unit. With clear career development and work experience, employees will be able to carry out their work effectively and efficiently so that in the end the goals of the agency or organization will be achieved.

## 6. Conclusion

Based on the data analysis that has been carried out and the discussion that has been described in the previous chapter, the researcher will provide conclusions and suggestions for research results regarding the effect of career development and work experience on performance in the Regional Financial Board of the City of Parepare, for the conclusions of this study can be explained as follows:

1. Career Development ( $X_1$ ) has an effect on the performance (Y) of the employees of the Parepare City Regional Finance Agency, where the value for the career development variable ( $X_1$ )  $t_{count} 3.588 > t_{table} 1.992$  and the significance level is less than 0.05 ( $sig = 0.000 < 0.05$ ). This shows that career development variable ( $X_1$ ) has an effect on employee variable (Y).
2. Work experience ( $X_2$ ) has an effect on the performance variable (Y) of the employees of the Parepare City Regional Finance Agency, where the  $t_{count}$  value is  $3.545 > t_{table}$  3.545 and the significance level is less than 0.05 ( $sig = 0.000 < 0.05$ ). This shows that the work experience variable ( $X_2$ ) has an effect on the employee variable (Y).
3. Career development ( $X_1$ ) and work experience ( $X_2$ ) jointly affect the performance variable

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(Y) where  $F_{\text{count}} > F_{\text{table}}$  ( $65.590 > 3.12$ ). it can be said that the effective and efficient performance of employees can be influenced by factors of career development and work experience  
(Z)

## Acknowledgement

The author would like to thank the Chancellor of the Institute of Social and Business Sciences Andi Sapada, Dean of the Faculty of Business and colleagues who have provided motivation to the author to complete the preparation of the paper and My Family who was a source of inspiration in participating in international seminar activities organized by the University's Faculty of Economics and Business Makassar Muhammadiyah.

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