

**THE INFLUENCE OF HR PLANNING, WORK PLACEMENT AND
CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE
THROUGH WORK MOTIVATION AS AN INTERVENING VARIABLE IN
THE REGIONAL CIVIL SERVICE AGENCY OF WEST SUMATRA
PROVINCE**

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Abstract. The Regional Civil Service Agency of West Sumatra Province is a government institution that has the main task to assist the governor in the implementation of regional civil service. The purpose of this study is to determine and analyze the effect of HR Planning, Work Placement and Career Development on Employee Performance through Work Motivation as an Intervening Variable. The research method used is quantitative research. The sample size of this study was 74 respondents and used SEM analysis tools with SmartPLS 3. In the data collection technique in this study by distributing questionnaires using Likert scale. The results showed that directly the most dominant variable, namely Career Development, had a positive and significant effect on Work Motivation. Therefore, evidenced by the increasing career development promised by the company, employee motivation will also increase. Furthermore, HR Planning has a positive and significant effect on Employee Performance, it shows that there is careful planning for HR, so employee performance will increase. While indirect testing for the most dominant variables states that career development has a positive and significant effect on employee performance through work motivation, that the existence of good career development opportunities will strengthen employee performance and increase employee motivation. Conversely, if career development is not good for its performance, work motivation will lower the level of employee concern regarding the progress of the company. Employees who care about the progress of the company will be more motivated to work so as to form stronger performance.

Keywords: HR Planning, Work Placement, Career Development, Employee Performance and Work Motivation .

Introduction

The role of human resources in the company is very important because it is the main driver of all activities or activities of the company in achieving its goals, both to obtain profits and to maintain the survival of the company. The success of an organization or company both large and small is determined by human resources whose role is to plan, implement and control the organization concerned. According to (Imbron, 2021) Human resources who have the capacity and potential are needed to carry out activities in a company or organization. The vision and mission of the organization can be implemented

well if human resources as implementers are also well selected, therefore the company or organization must make human resources the most important factor to manage. When human resources have the quality expected by the organization, the organization has real competitiveness and quality human resources can also be seen from the performance of employees at work. Performance as a result of the efforts of someone who has abilities and deeds in certain situations. Performance appraisal is the process through which an organization evaluates or assesses the performance of employees. Performance is a function of motivation and the ability to complete a task or job a person should have a certain degree of willingness and level of ability (Hitalessy et al., 2018). In addition, employee performance also plays an important role in an organization to see the relationship between HR planning, work placement, career development and work motivation. This phenomenon is of great concern in the context of this study because it bridges the relationship between HR planning, work placement, career development and work motivation.

According to (Marjaya & Pasaribu, 2019) Performance is the result of work that can be achieved by a person or group of people in the organization, in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics.

According to (Sangsurya et al., 2021) HR planning is certain steps taken by management to further ensure that for the organization there is more available for the right workforce to occupy various positions, positions and jobs at the right time, all in achieving goals and various objectives that have been and will be set.

According to (Sual & Jennings, 2023) Work Placement or job placement is a process that places employees into a new position or job in accordance with their skills and knowledge by being able to be responsible for all risks or possibilities that will occur later on the work or authority carried out so as to increase the amount of quality work in these employees.

According to (Kompetensi et al., 2018) Career development is the process of identifying employees' career potential, materials and applying appropriate ways to develop that potential as well as personal improvements that a person can make to achieve a planned career plan.

According to (Fatimah, 2020) Motivation is defined as encouragement, encouragement or energy, namely the movement of the soul and body to do so that the motivation that moves humans to behave in their actions in achieving goals.

The reasons for this research are: 1) the first reason is because several phenomena are found related to quantitative and qualitative employee needs information that are not yet available properly and have not provided the right human resources in carrying out the work of the West Sumatra Provincial government. The implementation of meeting employee needs without going through the correct employee needs analysis will certainly result in the provision of employees who are still categorized as not good for organizational needs. 2) The second reason is related to HR planning requires full support from organizational management which will concern employee performance. In addition, work placement or work placement carried out by the company aims to increase work effectiveness and improve employee performance, where the placement of employees in each company greatly determines the success of the company in the future. In career development, there are several employees who have worked for a long time and have the ability but have not had the opportunity to be promoted to get career development, besides

that there is no availability of training provided by agencies to improve employee career development and still incomplete information on career needs needed to find out the possible positions that employees can achieve to develop their careers. 3) The third reason is that researchers want to know how much influence HR planning, work placement and career development have on employee performance through work motivation. As well as to broaden an interview and increase knowledge about HR planning, work placement and career development of employee performance through work motivation.

The reason for this research conducted at the Regional Civil Service Agency of West Sumatra Province is that the motivation that has not been said to be maximum can be seen from the attitude of employees who tend not to be active in doing their work, the target time for completing work is not achieved and employees are still not interested in the tasks given to them. By conducting research at this agency, it is hoped that later the results of the research can be the basis for returning decisions that will support this agency more optimally, as well as to find out the extent of the relationship between HR planning, work placement, career development, employee performance and work motivation at the agency.

Based on the factors and results of previous research described above, it needs to be a concern for an agency to further improve in facing competition in this era of increasingly sophisticated and developing technology, where almost everyone carries out their activities using the internet to get clearer and more accurate information. This study aims to determine and analyze the influence of HR planning, work placement and career development on employee performance through work motivation as an intervening variable. From the results of the problems described above and based on the research gap found in previous research, it is interested to examine more deeply about "The Effect of HR Planning, Work Placement and Career Development on Employee Performance through Work Motivation as an intervening variable in the Regional Civil Service Agency of West Sumatra Province.

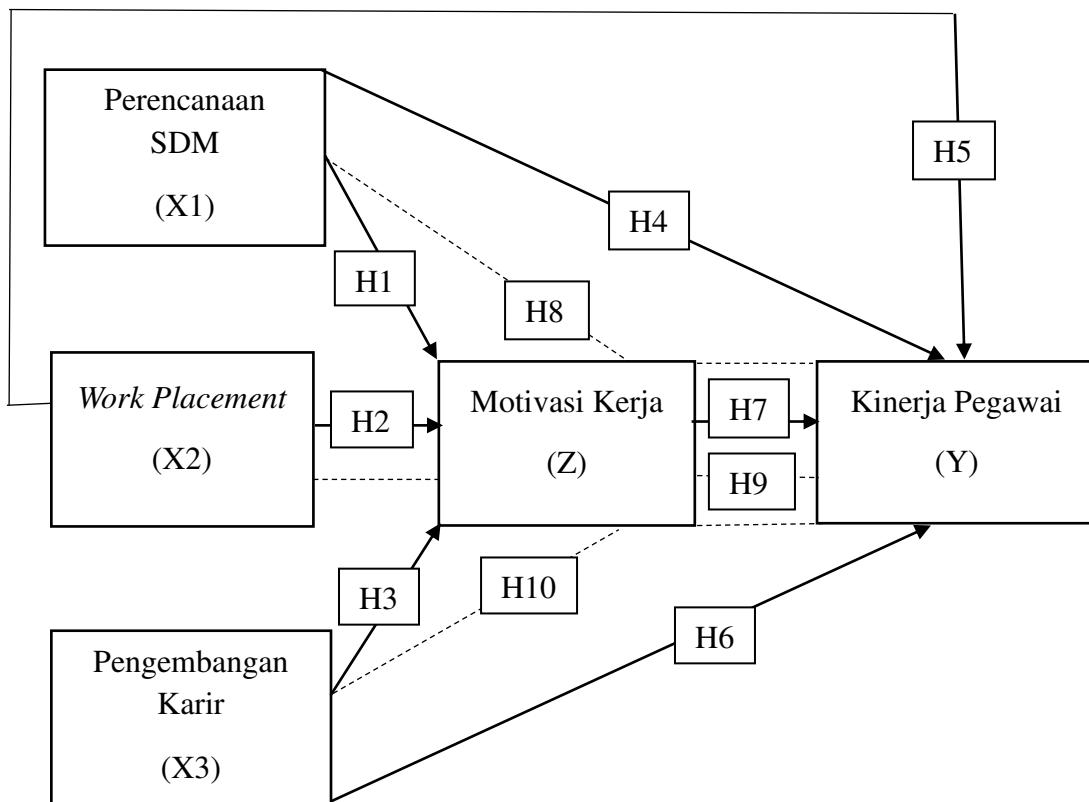


Figure 1.1 Mindset

Research Methodology

The research methodology used is a descriptive and quantitative approach, which is to determine the relationship between HR Planning (X1), Work Placement (X2) and Career Development (X3) as an independent variable, Employee Performance (Y) as a dependent variable, and Work Motivation (Z) as an intervening variable. The population in this study is all employees of the Regional Civil Service Agency of West Sumatra Province. In this study, the sampling technique or sampling method used was saturated sampling or census. Saturated sampling or census is a sampling technique when all members of a population are used as samples. From this understanding, this study used the same sample with members of the population, which was as many as 74 people. The research instrument used the Likert Scale, and data were collected through field research involving observation, interviews, and completion of questionnaires. Data analysis was performed using *Structural Equation Modeling* (SEM) with *Partial Least Squares* (PLS), allowing for evaluation of measurements and structural models.

Results and Discussion

Validity Test

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Based on the results of outer *model* testing using *SmartPLS*, the correlation value between the research variable statement items was obtained as follows:

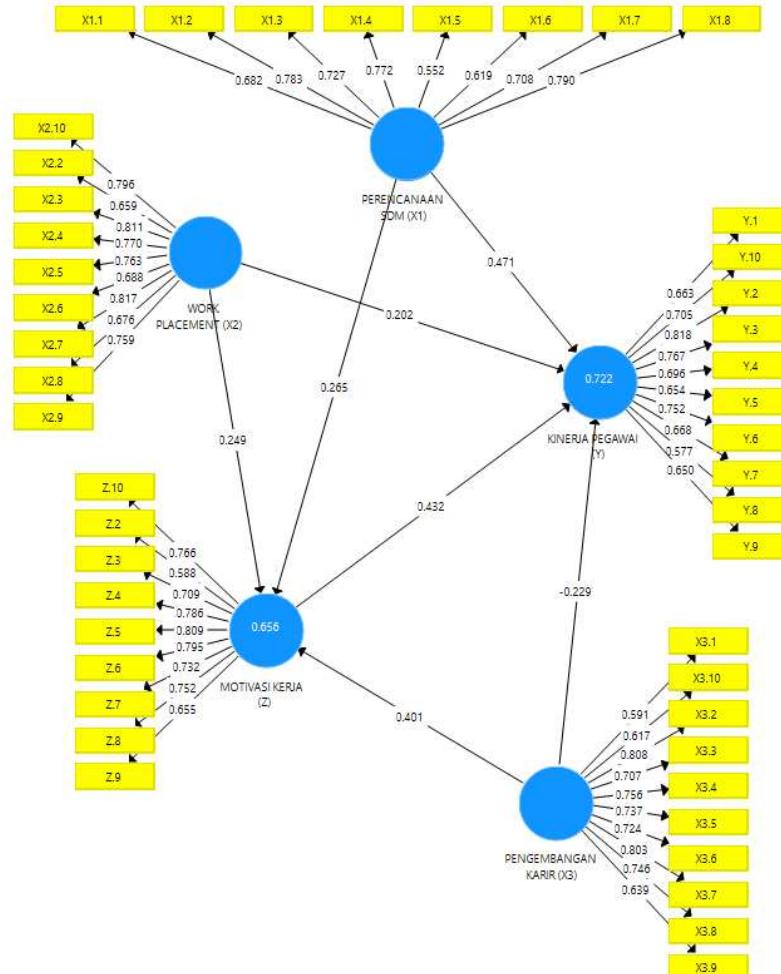


Figure 4.1
Outer loadings after elimination

Based on the picture above, it can be seen that the value of each indicator or *convergent validity* value is above 0.50 because it has been eliminated before, so there are no indicators that need to be eliminated again because all indicators already have values above 0.50.

Reliability Test

After knowing the level of validity of the data, the next step is to know the level of data reliability or the level of reliability of each construct or variable. This assessment is by looking at *composite reliability* and cronbach alpha value. The construct standby value is said to be reliable if it gives a *cronbach alpha value* of > 0.70 .

Table 4.1 Construct *Reliability* and *Validity* Values

	Cronbach's Alpha	Rho_A	Construction Reliability	Variable Average
Employee Performance (Y)	0.882	0.890	0.904	0.487
Motives of Kerja (Z)	0.893	0.904	0.913	0.541
Career Development (X3)	0.895	0.911	0.913	0.513
HR Planning (X1)	0.857	0.873	0.889	0.502
Work Placement (X2)	0.903	0.909	0.920	0.564

Source: Olahan SmartPLS

Based on the data above, it has been found that *the value of composite reliability and the value of Cronbach alpha* each construct or large variable of 0.70. Thus it can also be concluded that the level of data reliability has been good or reliable.

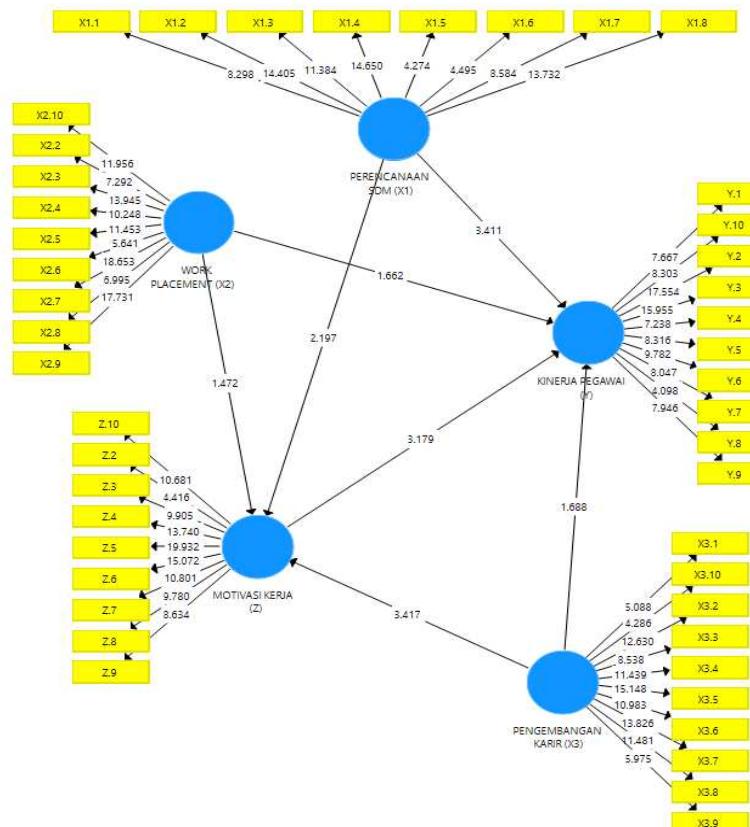


Figure 4.2
Inner Model Test Results

Inner model testing

The next testing process is the *testing of the inner model* or structural model which aims to determine the relationship between constructs as hypothesized. The structural model is evaluated by considering the R-square value for the endogenous construct of the influence it receives from the exogenous construct. Here is the estimated R-square:

Table 4.2 Evaluation of R Square Value

	R Square	Adjusted R Square
Employee Performance (Y)	0.722	0.706
Motives of Kerja (Z)	0.656	0.641

Source: Olahan SmartPLS

Based on the table above, it can be seen that the R-square value for employee performance variables is 0.722 which means that 72.2% of employee performance variables are influenced by HR planning, work placement, career development and work motivation variables, while the remaining 27.8% is explained by other variables outside this study. Then the R-square value for the work motivation variable is 0.656 which means that 65.6% of job satisfaction variables are influenced by HR planning, work placement and career development variables, while the remaining 34.4% are influenced by other variables outside this study.

Uji hypoplant

Hypothesis testing aims to answer the problems in this study, namely the influence of certain exogenous latent constructs with certain endogenous latent constructs either directly or indirectly through intervening variables. Hypothesis testing in this study, can be judged from the magnitude of the t-statistic or t-count value compared to the t-table 1.96 at alpha 5%. If t-statistic/t-count < t-table 1.96 at alpha 5%, then H_0 is rejected and If t-statistic/t-count > t-table 1.96 at alpha 5%, then H_a is accepted. Here are the results of the *SmartPLS* output, which illustrates the estimated output for structural model testing:

Table 4.3
Hasil Path Coeficient

	Sampel Asli (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statism (O/STDEV)	P Values
Motivasi of Ker (Z) → Kiner Pegawai (y)	0.432	0.437	0.136	3.179	0.002
Career Development (X3) → Employee Performance (Y)	-0.229	-0.240	0.135	1.688	0.092
Career Development (X3) → Work Motivation (Z)	0.401	0.396	0.117	3.417	0.001
HR Planning (X1) → Employee Performance (Y)	0.471	0.461	0.138	3.411	0.001

HR Planning (X1) → Work Motivation (Z)	0.265	0.291	0.121	2.197	0.028
Work Placement (X2) → Kinerja Pegawai (Y)	0.202	0.216	0.122	1.662	0.097
Work placement (X2) → Ker's motivasi (Z)	0.249	0.231	0.169	1.472	0.142

Source: Olahan SmartPLS

Based on the results of Smart PLS testing in the table above, it can be seen that the results of testing the research hypothesis starting from the first hypothesis to the seventh hypothesis which is a direct influence of the construct of HR Planning and Career Development on Work Motivation and the influence of the construct of HR Planning and Work Motivation on Employee Performance.

1. The Effect of HR Planning on Work Motivation

Based on the results of testing using SmartPLS tools, there is a positive and significant influence of HR Planning on Work Motivation at the Regional Civil Service Agency of West Sumatra Province. This means that the results make it clear that if the planning of superior, good, and maximum human resources in carrying out their roles, employees are ready to optimize their performance so that the increase in performance can be consistently realized in company activities, this means that work motivation also increases.

The results of this study are in line with research conducted by (Abraham Manu et al., 2022) stating that HR Planning has a positive and significant effect on Work Motivation.

2. The effect of Work Placement on work motivation

Based on the results of testing using SmartPLS tools, there is a positive and insignificant influence of Work Placement on Work Motivation at the Regional Civil Service Agency of West Sumatra Province, so these results indicate that the more inaccurate it is in placing employees in the office, it will have a negative impact on their work motivation.

The results of this study are not in line with research conducted by (Umiati et al., 2022) stating that Work Placement career development has a positive and significant effect on Work Motivation.

3. The Effect of Career Development on Work Motivation

Based on the results of testing using SmartPLS tools, there is a positive and significant influence of Career Development on Work Motivation at the Regional Civil Service Agency of West Sumatra Province. This means that the more career development promised by the company, the employee motivation will also increase.

The results of this study are in line with research conducted by (Noverdisa, 2018) stating that Career Development has a positive and significant effect on Work Motivation.

4. The Effect of HR Planning on Employee Performance

Based on the results of testing using SmartPLS tools, there is a positive and significant influence of HR Planning on Employee Performance at the Regional Civil Service Agency of West Sumatra Province. This also illustrates that with careful planning for HR, employee performance will increase.

The results of this study are in line with research conducted by (Imron et al., 2022) stating that HR Planning has a positive and significant effect on Employee Performance.

5. The effect of Work Placement on employee performance

Based on the results of testing using SmartPLS tools, there is a positive and insignificant influence of Work Placement on Employee Performance at the Regional Civil Service Agency of West Sumatra Province. It shows that putting someone into an inappropriate job position, no matter how good an employee is, it will still not match his job which will affect the number and quality of work.

The results of this study are not in line with research conducted by (Susanto, 2021) stating that Work Placement has a positive and significant effect on Employee Performance.

6. The Effect of Career Development on Employee Performance

Based on the results of testing using SmartPLS tools, there is a negative and insignificant influence of Career Development on Employee Performance at the Regional Civil Service Agency of West Sumatra Province. This means that it identifies that if career development is carried out according to the needs of employees in their fields, career development will increase and vice versa, if career development is not based on employee needs, performance will decrease.

The results of this study are not in line with research conducted by (Yolinza, 2023) stating that career development has a positive and significant effect on Employee Performance.

7. The Effect of Work Motivation on Employee Performance

Based on the results of testing using SmartPLS tools, there is a positive and significant influence of Work Motivation on Employee Performance at the Regional Civil Service Agency of West Sumatra Province, resulting in better employee performance produced for the company.

The results of this study are in line with research conducted by (Tsuraya & Fernos, 2023) stating that Work Motivation has a positive and significant effect on Employee Performance.

8. HR Planning on Employee Performance through Work Motivation as an intervening variable

Based on the results of testing using SmartPLS tools, there is a positive and insignificant influence of HR Planning on Employee Performance through Work Motivation at the Regional Civil Service Agency of West Sumatra Province. This means that if HR planning does not affect employee performance through work motivation, the relationship and role of the workforce will not be effective and efficient in helping to realize the goals of the company, employees, and society.

The results of this study are not in line with research conducted by (Fadly, 2023) stating that HR Planning has a positive and significant effect on Employee Performance through Work Motivation.

9. The Effect of Work Placement on Employee Performance through Work Motivation as an intervening variable

Based on the test results using SmartPLS tools, there is a positive and insignificant influence of Work Placement on Employee Performance through Work Motivation at the Regional Civil Service Agency of West Sumatra Province. These results show that either directly or indirectly through work motivation will not provide the same results, that job placement has a negative and insignificant influence on employee performance.

The results of this study are not in line with research conducted by (T. B. C. Saleh et al., 2023) stating that Work Placement has a positive and significant effect on Employee Performance through Work Motivation.

10. The Effect of Career Development on Employee Performance through Work Motivation as an intervening variable

Based on the results of testing using SmartPLS tools, there is a positive and significant influence of Career Development on Employee Performance through Work Motivation at the Regional Civil Service Agency of West Sumatra Province. Based on the results, it shows that the existence of good career development opportunities will strengthen employee performance and increase employee motivation.

The results of this study are in line with research conducted by (Dermawan et al., 2022) stating that Career Development has a positive and significant effect on Employee Performance through Work Motivation

Conclusion

From the results of research on the effect of HR planning, work placement and career development on employee performance through work motivation as an intervening variable in the Regional Civil Service Agency of West Sumatra Province, it can be concluded that HR planning that goes well will be able to improve their performance. If employees feel that the position placed in their work will be able to improve performance. Good career development will provide employee work motivation that can also improve the employee's performance. When employees feel that there are opportunities for career development and advancement within the agency, they tend to be more dedicated and high performers. Meanwhile, work motivation acts as an intermediary variable in the relationship between HR planning, work placement, career development, and employee performance. This means that work motivation is not only influenced by HR planning, work placement and career development, but also mediated by its influence on employee performance. If employees are satisfied with the HR planning that runs smoothly and feel comfortable in job placement and have good career opportunities, then their work motivation increases, which ultimately improves their performance.

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