

THE EFFECT OF PERFORMANCE ASSESSMENT AND WORK EXPERIENCE ON EMPLOYEE CAREER DEVELOPMENT IN PT. CIPTA NIAGA SEMESTA LAHAT

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This study aims to determine and analyze the effect of performance appraisal and work experience on employee career development and the effect of performance appraisal on career development and the effect of work experience on employee career development at Pt.Cipta Niaga Semesta Lahat. The sample in this study were 36 employees of PT Cipta Niaga Semesta Lahat. So the sampling method used in this study is a census sampling method, which collects data from the entire population. The analytical method in this study uses quantitative analysis with the help of the SPSS program. Based on the results of data processing using SPSS the regression equations obtained are: The equation can be concluded that if there is no performance appraisal variable (X1), work experience variable (X2), then the value of work experience is 8,216. If the performance appraisal variable (X1) is increased by one unit, it will temporarily increase the career development variable (Y) by 0.455. If the work experience variable (X2) is increased by one unit, it will increase the career development variable (Y) by 0.79. The value of the coefficient of determination (r²) based on the SPSS data processing table is 0.610. This means that the influence of the

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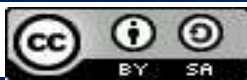
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variable career development of employees at Pt. Cipta Niaga Semesta Lahat can be explained by the variables of performance appraisal and work experience with a contribution of 61%, while the remaining 39% can be explained by other variables not included in this research model.

KEYWORDS Performance Appraisal, Work Experience And Career Development



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INTRODUCTION

PT.Cipta Niaga Semesta Lahat aims to distribute Mayora's products in modern and traditional markets, in addition PT Cipta Niaga Semesta will be the sole distribution so that prices in the market are uniform. The increasingly fierce open competition forces every company to seek superiority with other companies, through food products and by providing facilities and conveniences for each of its consumers. This causes each company to want to try to implement management policies.

Through the employee recruitment and selection process, the company makes performance appraisal a requirement in employee career development (Dar, Bashir, Ghazanfar, & Abrar, 2014). Career development for employees is a form of achieving a self-development cycle to be better economically and socially (Hameed & Waheed, 2011). Continuous career development for employees is an obligation that must be fulfilled by the company. For employees in particular, becoming a Pt.Cipta Niaga Semesta Lahat employee is not only a means to fulfill basic needs, but in the end every employee wants a better career that can provide higher social status and greater power (Arikunto, 2010).

As a company National distributor of Fast Moving Consumer Goods (FMCG) products in Kota Lahat Pt.Cipta Niaga Semesta Lahat also has a standard career development program for all of its employees. Pt.Cipta Niaga Semesta Lahat procedurally actually already has a career program that is quite clear and measurable (Siregar & Hafnidar, 2020).

There are many factors that can affect an employee's career. Two of the most supportive factors are performance appraisal and work experience. With a clear performance appraisal in accordance with the field, it will be able to produce good human resources and can support skills, knowledge, thoughts and insights so that they can be ready to work in accordance with their fields and have innovation, high creativity, analytical power and are skilled in doing work (Fauzi, 2018).

One purpose of conducting performance appraisals is to assist management in planning and developing employee careers (Milliman, Nason, Zhu, & De Cieri, 2017). But in reality on Pt.Cipta Niaga Semesta Lahat, many employees who excel are not accommodated in promotions and positions. In fact, half of the employees who were appointed to structural positions at Pt.Cipta Niaga Semesta Lahat were taken from the process of transferring employees to other branch offices (Taurisa & Djastuti, 2012).

In addition to performance appraisal which is a benchmark in influencing employee career development. Work experience is also very influential (Idowu, 2017). To get a job must be accompanied by work experience that is true. No matter how high the value of the diploma achieved, it will be meaningless if you are faced with having to have work experience (Wiryanto, 2019).

An employee's career development program can be influenced by his work experience. Pt.Cipta Niaga Semesta Lahat applies the prerequisites of working period (seniority) as a basis in determining whether or not a person deserves an increase in his career, with the assumption that a longer working period means more work experience. This condition further narrows the opportunities for employees of Pt.Cipta Niaga Semesta Lahat to be able to get a promotion (Ulfah, Subiyanto, & Kurniawan, 2020).

In addition to these problems, there are still several problems that occur, including: employees who have not received formal education, both skills and training courses from the company, employees are not skilled, and have not mastered the ability and communication to market the company's products, employees are still lacking in work. effective, too many demands for rights, but the work has not been done, employees work passively. Employees do not develop themselves in terms of their work abilities.

RESEARCH METHOD

The population taken in this study were all employees of Pt.Cipta Niaga Semesta Lahat, totaling 36 people.so the sample of this study amounted to 36 peopleemployee Pt.Cipta Niaga Semesta Lahat

The sampling technique used in this study is Census Sampling, which is a method of determining the sample when all members of the population are used as samples (Sugiyono, 2013: 85).

Sources of data in research can be obtained through two sources, namely primary data and secondary data. The type of research used in this study is quantitative research with a descriptive approach. Quantitative research methods are one type of research whose specifications are systematic, planned and structured, used to examine certain populations or samples.

Data analysis was carried out using a computer program, namely SPSS (Statistical Package for Social Science). There are several data analysis techniques used in this study, namely Research Instrument Test, Validity Test, Reliability Test, Classical Assumption Instrument Test, Normality Test, Multicollinearity Test, Heteroscedasticity Test, Multiple Regression Test, Goodness Of Fit Test, t Test, f Test , Correlation Coefficient and Determination Coefficient.

RESULT AND DISCUSSION

A. Data Quality Test

1. Validity test

In this research, there are 3 (three) variables studied, namely the performance appraisal variable (X1), work experience (X2), as the independent variable and the career development variable (Y) as the dependent variable.

a) Performance Appraisal Variable (X1)

SPSS results for service quality variables can be concluded:

Table 1. Validity Test Table

No Item	SPSS	r_{tabel}	Description
1	0.374	0.339	Valid
2	0.344	0.339	Valid
3	0.370	0.339	Valid
4	0.398	0.339	Valid
5	0.490	0.339	Valid
6	0.385	0.339	Valid
7	0.365	0.339	Valid
8	0.745	0.339	Valid
9	0.398	0.339	Valid
10	0.359	0.339	Valid

Source: Data processed

From the valid test results, the value of r is $df = N-2$, $df = 36-2 = 34$, r table = 0.339, provided that the questionnaire item is valid if the arithmetic value $>$ r table. The table above shows that all questions 1 to 10 are valid because arithmetic $>$ r table. Thus the measuring instrument used in this study is suitable for measuring performance appraisal variables.

b) Work Experience Variable (X2)

SPSS results for the facility variable can be concluded.

Table 2 Validity Test Table

No Item	SPSS	r_{tabel}	Description
1	0.362	0.339	Valid
2	0.373	0.339	Valid
3	0.358	0.339	Valid
4	0.479	0.339	Valid
5	0.359	0.339	Valid
6	0.369	0.339	Valid
7	0.350	0.339	Valid
8	0.397	0.339	Valid
9	0.531	0.339	Valid
10	0.399	0.339	Valid

Source: Data processed

From the valid test results, the value of r is $df = N-$, $df = 36-2 = 34$, r table = 0.339, provided that the questionnaire item is valid if the arithmetic value $>$ r table. The table above shows that all questions 1 to 10 are valid because arithmetic $>$ r table. Thus the measuring instrument used in this study is suitable for measuring work experience variables (Hutagalung, Dalimunthe, Pambudi, Hutagalung, & Muda, 2017).

c) Career Development Variable (Y)

SPSS results for customer satisfaction variables can be concluded:

Table 3 Validity Test Table

No Item	SPSS	r_{tabel}	Description
1	0.376	0.339	Valid
2	0.355	0.339	Valid
3	0.392	0.339	Valid
4	0.543	0.339	Valid
5	0.379	0.339	Valid
6	0.358	0.339	Valid
7	0.350	0.339	Valid
8	0.503	0.339	Valid
9	0.631	0.339	Valid
10	0.523	0.339	Valid

Source: Data processed

From the valid test results, the value of r is $df = N - 2$, $df = 36 - 2 = 34$, r table = 0.339, provided that the questionnaire item is valid if the arithmetic value $> r$ table. The table above shows that all questions 1 to 10 are valid because arithmetic $> r$ table. Thus the measuring instrument used in this study is suitable for measuring career development variables.

1. Reliability Test

The reliability test was carried out using Cronbach's alpha. The number obtained through Cronbach's alpha method is then compared with the coefficient (r) = 0.600.

a) Performance Appraisal Variable (X1)

Table 5 Reliability Statistics

Cronbach's Alpha	N of Items
,642	11

Source: Data processed

From the SPSS table above, it can be concluded that the Cronbach's alpha value of the performance appraisal variable (X1) obtained is greater than 0.600, so it can be concluded that the questionnaire made in this study is reliable.

b) Work Experience Variable(X2)

Table 6 Reliability Statistics

Cronbach's Alpha	N of Items
,657	11

Source: Data processed

From the SPSS table, it can be concluded that the alpha value of the work experience variable (X2) obtained is greater than 0.600, so it can be concluded that the questionnaire made in this study is reliable.

c) Career Development Variable (Y)

Table 7 Reliability Statistics

Cronbach's Alpha	N of Items
,573	11

Source: Data processed

From the SPSS table above, it can be concluded that the Cronbach's alpha value of the career development variable (Y) obtained is greater than 0.60, it can be concluded that the questionnaire made in this study is reliable or reliable.

B. Classic assumption test

a. Data Normality Test

Table 8 Tests of Normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistics	df	Sig.	Statistics	df	Sig.
Performance assessment	,166	36	0.013	,964	36	,282
Work experience	,144	36	0.058	,954	36	,145
Career development	,171	36	,009	,940	36	,151

a. Lilliefors Significance Correction

Source: Data processed

From the results of SPSS calculations in this study, normality is met if the test results are not significant for a significance level (α) = 0.05. In the performance appraisal variable (X1) the significance level is greater ($0.282 > 0.05$) thus, the data comes from a normally distributed population, the work experience variable (X2) has a greater significance level ($0.145 > 0.05$) thus, the data comes from population that is normally distributed and the career development variable (Y) has a greater significance level ($0.151 > 0.05$) thus, the data studied in this study came from a normally distributed population.

b. Data Linearity Test

Table 9 ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Career development * Performance appraisal	Between Groups	(Combined)	167,460	11	15,224	5.577	,000
		linearity	66,409	1	66,409	24,329	,000
	Within Groups	Deviation from Linearity	101,051	10	10,105	3,702	,114
		Total	65.512	24	2,730		
Total			232,972	35			

Source: Data processed

If the determined is 5%, then based on the output above, it can be concluded that the data used in this study can be explained by linear regression quite well because the value of Sig. linearity of the data is 0.000 (less than 0.05) and the value of Sig. deviation from linearity data is 0.114 (greater than 0.05).

c. Multicollinearity Test

This test was conducted with the aim of testing whether the regression model found a correlation between the independent variables. This needs to be done because a good regression model should not have a correlation between the independent variables. This can be seen in the table of SPSS results:

Table 10
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics
		B	Std. Error	Beta			
	(Constant)	9,363	3.103	3.018	,002		
1	Performance assessment	,455	,128	,364	3,425	,002	2.028
	Work experience	,791	,142	,840	5.586	,000	2.028

a. Dependent Variable: Career development

Source: Data processed

In the table above, it can be concluded that the value of VIF X1 (performance assessment) is 2.028, VIF X2 (work experience) is 2.028. They are all smaller than 10 so there is no multicollinearity problem.

d. Heteroscedasticity Test

The test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another observation. This can be seen in the table of SPSS results:

Table 11
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	9,363	3.103		3.018	,002
1	Performance assessment	,455	,128	,364	3,425	,002
	Work experience	,791	,142	,840	5.586	,000

a. Dependent Variable: Career development

Source: Data processed

If the specified is 5% (0.05), then based on the output above, it can be concluded that the significance value of the performance appraisal variable (X1) is 0.002 less than 0.05, meaning that there is heteroscedasticity in the performance appraisal variable, and the significance value of the experience variable. work (X2) 0.000 is smaller than 0.05, which means that there is heteroscedasticity in the work experience variable.

C. Statistic test

1. Descriptive statistics

Table 12
Descriptive Statistics

	N	Minimum	Maximum	mean	Std. Deviation
Performance Rating	36	22.00	35.00	28.3056	3.02201
Work experience	36	25.00	37,00	30,6111	2,73890
Career development	36	27,00	39,00	32.0278	2.57999
Valid N (listwise)	36				

Source: Data processed

Based on the results of SPSS calculations carried out by researchers, the results of descriptive analysis on the performance appraisal variable (X1) obtained a minimum value of 22.00, a maximum value of 35.00, a mean value of 28.3056 and a standard deviation of 3.02201. The work experience variable (X2) obtained a minimum value of 25.00, a maximum value of 37.00, a mean value of 30.6111 and a standard deviation of 2.73890. And the career development variable (Y) obtained a minimum value of 27.00, a maximum value of 39.00, a mean value of 32.0278 and a standard deviation of 2.57999.

2. Inferential Statistics

a. Multiple Regression Model Coefficient Test

Multiple linear analysis in this study can be seen in the SPSS results below:

Table 13 Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	9,363	3.103		3.018	,002
1 Performance assessment	,455	,128	,364	3,425	,002
Work experience	,791	,142	,840	5.586	,000

a. Dependent Variable: Career development

Source: Data processed

Based on the results of data processing using SPSS as presented in the table above, the regression equation obtained is:

$$Y = 9,363 + 0,455 X_1 + 0,791 X_2 + e$$

The equation can be concluded that if there is no performance appraisal variable (X1), work experience variable (X2), then the work experience value is 9,363.

- If the performance appraisal variable (X1) is increased by one unit, it will temporarily increase the career development variable (Y) by 0.455.
- If the work experience variable (X2) is increased by one unit, it will increase the career development variable (Y) by 0.791.

b. Hypothesis testing

1. t test (Partial)

This hypothesis test is carried out by using the t-count value with the t-table value. The calculated t value can be seen in the results of SPSS data processing in the coefficient table.

Table 14
Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	9,363	3.103		3.018	,002
1 Performance assessment	,455	,128	,364	3,425	,002
Work experience	,791	,142	,840	5.586	,000

a. Dependent Variable: Career development

Source: Data processed

The value of t table with a significant level of 5% and degrees of freedom (df) with dk in the numerator 3 and dk in the denominator 36, then t table is 2.042. By comparing the value of t arithmetic and t table, it can be concluded that the performance appraisal variable with t sig = 0.002 > 0.005, then Ho is rejected and Hi is accepted, this shows that there is a significant influence between performance appraisal and career development of Pt.Cipta Niaga Semesta Lahat employees (Rakhmalina, Emelda, Hafid, & Periansya, 2017).

2. ANOVA or F Test (Simultaneous)

Simultaneous hypothesis testing is used to determine whether the variable job description and placement have an influence or not on purchasing decisions. The calculated F value can be seen from the results of data processing using SPSS in the Anova table as follows:

Table 15
ANOVAa

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	147,366	2	73.683	28,404	,000b
Residual	85.606	33	2,594		
Total	232,972	35			

a. Dependent Variable: Career development

b. Predictors: (Constant), Work experience, Performance appraisal

Source: Data processed

Simultaneous hypothesis testing is done by comparing the calculated F value with the table F value. The calculated F value can be seen from the results of data processing in the ANOVA section. The value of F table with a significant level of 5% and degrees of freedom (df) with dk in the numerator of 3 and dk in the denominator of 36 is 2.86. The results of data processing are known that the calculated F value is 28.404. Or the value because $F_{sig} = 0.00 > 0.05$.

From the results of the hypothesis test, the decision taken is to reject H_0 and H_1 accepted, meaning that together the overall performance appraisal and work experience have a significant influence on career development.employees of Pt.Cipta Niaga Semesta In this test can be seen with the curve below:

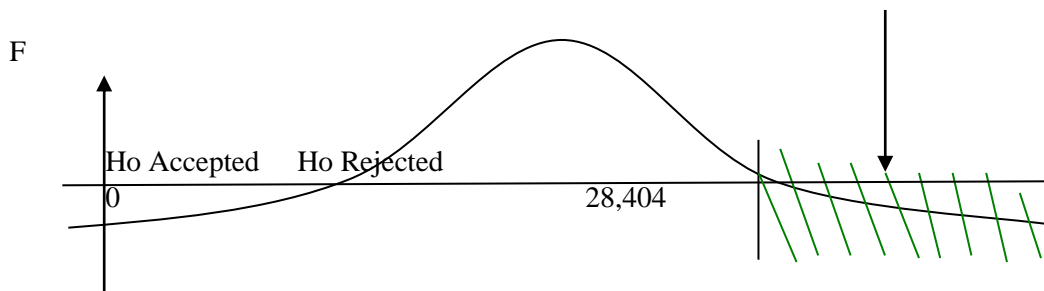


Figure 1 Simultaneous Test Curve

c. Correlation Coefficient

Table 16

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,795a	,633	,610	1.61063

a. Predictors: (Constant), Work experience, Performance appraisal

Source: Data processed

Based on the table above, the results of the multiple correlation analysis (r) of 0.795, it can be concluded that the performance appraisal variable and the work experience variable have a very strong relationship to the career development variable.employees of Pt.Cipta Niaga Semesta Lahat (Fitriana, Nasution, & Akbar, 2020).

d. TestDetermination

The coefficient of determination is used to determine how much influence the performance appraisal variable (X1) and work experience variable (X2) have on the career development variable (Y). The value of the determination test can be seen from the table of data processing results using SPSS in the Model Summary table as follows:

Table 4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.795a	.633	.610	1.61063

a. Predictors: (Constant), Work experience, Performance appraisal

Source: Data processed

The value of the coefficient of determination (r^2) based on the SPSS data processing table above is 0.610. This means that the influence of career development variables r^2 employees of Pt.Cipta Niaga Semesta Lahat can be explained by the variable performance appraisal and work experience with a contribution of 61%, while the remaining 39% can be explained by other variables not included in this research model (Arijanto, 2017).

CONCLUSION

Based on the results of data processing using SPSS the regression equation obtained is: $Y = 9,363 + 0,455 X_1 + 0,791 X_2$. The equation can be concluded that if there is no performance appraisal variable (X1), work experience variable (X2), then the work experience value is 8.216. $Y = 9,363 + 0,455 X_1 + 0,791 X_2$. If the performance appraisal variable (X1) is increased by one unit, it will temporarily increase the career development variable (Y) by 0.455. If the work experience variable (X2) is increased by one unit, it will increase the career development variable (Y) by 0.79

The value of the coefficient of determination (r^2) based on the SPSS data processing table of 0.610. This means that the influence of career development variables employee Pt.Cipta Niaga Semesta Lahat can be explained by the variable performance appraisal and work experience with a contribution of 61%, while the remaining 39% can be explained by other variables not included in this research model.

The value of t count can be seen in the results of SPSS data processing with a significant level of 5% and degrees of freedom (df) with dk in the numerator 3 and dk in the denominator 36, then t table is 2.042. By comparing the value of t count

and t table, it can be concluded: The performance appraisal variable with $t_{sig} = 0.000 > 0.005$, then H_0 is rejected and H_1 is accepted, this shows that there is a significant influence between performance appraisal and employee career development. Pt. Cipta Niaga Semesta Lahat. Work experience variable with $t_{count} >$ from t table or $5.586 > 2.042$, then H_0 is rejected and H_1 is accepted, this shows that there is a significant influence between work experience on employee career development Pt. Cipta Niaga Semesta Lahat.

Based on SPSS data processing the value of F table with a significant level of 5% and degrees of freedom (df) with dk in the numerator of 3 and dk in the denominator of 36 is 2.86. The results of data processing are known that the calculated F value is 28.404. So the value of $F_{sig} = 0.00 > 0.05$. From the results of the hypothesis test, the decision taken is to reject H_0 and H_1 accepted, meaning that together the overall performance appraisal and work experience have a significant influence on career development. employee Pt. Cipta Niaga Semesta Lahat.

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