



The Influence Of Job Placement, Job Skills, And Career Development On Employee Work Motivation

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Abstract

This study aims to see and analyze (1) The effect of job placement on the work motivation of DPPKB-PPA employees of Kerinci Regency. (2) The effect of work ability on the work motivation of DPPKB-PPA employees of Kerinci Regency. (3) The influence of career development on the work motivation of DPPKB-PPA employees of Kerinci Regency. (4) The effect of job placement, work ability, career development together on the work motivation of DPPKB-PPA employees of Kerinci Regency. The population in this study were all employees at DPPKB-PPA Kerinci Regency as many as 42 people. In this study because the population is still small, namely 33 people, for this sampling using total sampling technique (overall sample), total sampling is a sampling technique where the number of samples is the same as the population Sugiyono, (2021). The reason for taking total sampling is because according to Sugiyono, (2021) the total population is less than 100, the entire population is used as a research sample. The results of this study indicate that (1) Job placement has a significant effect on the work motivation of DPPKB-PPA employees of Kerinci Regency. (2) Work ability has a significant effect on the work motivation of DPPKB-PPA employees of Kerinci Regency. (3) Career development has a significant effect on the work motivation of DPPKB-PPA employees of Kerinci Regency. (4) Job placement, work ability, career development together have a significant effect on the work motivation of DPPKB-PPA employees of Kerinci Regency.

Keywords: Job Placement, Job Skills, Career Development, Work Motivation.

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1. Introduction

The success of an organization can be influenced by several factors, one of which is human resources (HR), because HR is the actor from the entire level of planning to evaluation who is able to utilize other resources owned by the organization or organization. For this reason, human resources are very important for every organization to help the organization to be able to compete and keep up with the times [1].

The existence of human resources in an organization plays a very important role. Employees have great potential to carry out organizational activities. The potential of every human resource in the organization must be utilized as well as possible so that it can provide optimal output, for this reason, organizations are required to be able to optimize human resources and how human resources are managed [2]. Human resource management cannot be separated from the employee factor which is expected to perform as well as possible in order to achieve organizational goals. One of these human resource management is work motivation. Work motivation is one of the success factors in achieving an organizational goal. Why is it called this because, whether or not an organizational goal is achieved is an employee who has good work

motivation [3]. Organizations must maintain and continue to motivate their employees to have positive work motivation. Because if employees already feel demotivated or have no motivation to work, then it is difficult to motivate them do not have motivation at work, it is difficult for the organization to achieve its goals. If employees already feel demotivated, it will have an impact on other employees, thus disrupting the continuity of the organization [4].

Motivation is any force that arises from within an individual to achieve certain goals or benefits in the world of work or in the court of life in general [5]. Motivation is in principle a strong rudder in bringing someone to carry out management policies which are usually manifested in the form of enthusiastic, goal-oriented behavior, and have clear work targets. Motivation is a complex issue in organizations, because the needs and desires of each member of the organization are different [6].

The Population Control and Family Planning Office of Women's Empowerment and Child Protection (DPPKB-PPA) of Kerinci Regency is a non-basic service mandatory government affairs, which has two affairs, namely the affairs of population control and family planning, women's empowerment and child

protection. DPPKBPPPA Kerinci Regency has strategic goals to increase the family development index (IBANGGA), reduce the population growth rate, and reduce the number of violence against women and children as well as increase the gender development index (IPG) and child protection index.

To carry out these tasks and functions, high work motivation is needed by DPPKB-PPA employees in Kerinci Regency. With high work motivation, these tasks and functions can be carried out properly so that the achievement of the organization's vision and mission can be done easily.

Table 1. Initial Survey Results of Work Motivation of DPPKB-PPA Employees of Kerinci Regency

No	Statement	Agree	Disagree	Total
1	Hard work leads to improved organizational performance	45 %	55 %	100 %
2	I always try to work hard	35 %	65 %	100 %
3	Future improvements are the main thing to achieve	30 %	70 %	100 %
4	Current work determines the quality of future work	25 %	75 %	100 %
5	I have a high desire for the success of this organization.	35 %	65 %	100 %

To see whether employees of DPPKB-PPA Kerinci Regency have high work motivation in their daily work, the author conducted initial interviews with 20 employees of DPPKB-PPA Kerinci Regency as shown in Table 1.1. Based on these initial interviews, it can be seen that many employees actually answered the statement disagree. This means that employees do not have high work motivation in the implementation of daily work tasks and functions. For example, in statement 1, hard work has an impact on improving organizational performance, 55% of employees answered disagree. In statement 3, future improvement is the main thing that must be achieved, it can be seen that 70% of employees answered disagree. Likewise with the last statement 5, I have a high desire for the success of this organization, answered by employees disagreeing as much as 65%.

The high and low motivation of employees is certainly there are several factors that cause it. Based on some existing literature, these factors are job placement, work ability, and career development [7]. The employee job placement factor is very important in terms of the sustainability of agency performance. Agency performance will run optimally if there is synergy between sections, of course supported by the competence of each employee in that field. A way to produce skilled and reliable human resources requires a plan in determining employees who will fill jobs in the company concerned [8]. The success in labor procurement lies in the accuracy of placing new employees and old employees in new positions.

Table 2. Kerinci District DPPKB-PPA Employee Job Placement Initial Survey Results

No	Statement	Agree	Disagree	Total
1	My educational background is in line with my job placement.	45 %	55 %	100 %
2	My educational background is in line with my job placement.	30 %	70 %	100 %
3	I need work experience to be able to do my job	40 %	60 %	100 %
4	My long work experience affects my smoothness in doing my job.	35 %	65 %	100 %

The results of the initial survey related to job placement are shown in table 2. The table shows that many Kerinci Regency DPPKB-PPA employees answered disagree. For example, in statement 1, "My educational background is in accordance with my work placement", 55% of employees disagreed. Likewise in statement 3, I need work experience to be able to do my job, employees answered 60% disagree. This condition means that there are problems related to the job placement of DPPKB-PPA employees in Kerinci Regency.

Another factor that is thought to influence the work motivation of DPPKB-PPA employees in Kerinci Regency is work ability. Abilities and skills play an important role in individual work behavior and motivation. Ability is an inborn or learned trait that allows a person who can complete his work, either mentally or physically. Employees in an organization, although well motivated, do not all have the ability to work well [10].

Abilities and skills play a major role in individual behavior and performance. Skills are task-related aptitudes that a person possesses and utilizes at the right time.

Table 3. Kerinci District DPPKB-PPA Employee Work Capability Initial Survey Results

No	Statement	Agree	Disagree	Total
1	The skills and abilities I have can help me complete tasks on time	35 %	65 %	100 %
2	I am always creative and innovate to complete the work that is my responsibility.	40 %	60 %	100 %
3	I have the ability and skills to operate computers and the internet to complete my work.	45 %	55 %	100 %

The results of the initial survey related to work ability are shown in Table 1.3. The table shows that many Kerinci Regency DPPKB-PPA employees answered disagree. As in statement 1, “The skills and abilities I have can help me complete tasks on time.”

65% of employees answered disagree. Likewise in statement 3, I have the ability and expertise to operate computers and the internet in completing my work, employees answered 55% disagree. This condition means that there are problems related to the work ability of DPPKB-PPA employees in Kerinci Regency.

Table 4 Kerinci Regency DPPKB-PPA Employee Career Development Initial Survey Results

No	statment	Agree	Disagree	Total
1	Openness in career development	40 %	60 %	100 %
2	To achieve optimal work results, I work with dedication.	35 %	65 %	100 %
3	Di instansi ini terdapat jalur karir yang jelas	45 %	55 %	100 %
4	Openness in career development	30 %	70 %	100 %

The results of the initial survey related to career development are shown in Table 1.4. The table shows that many DPPKB-PPA employees of Kerinci Regency answered disagree. Like statement 1 “There is openness in career development” 60% of employees answered disagree. Likewise in statement 3, In this agency there is a clear career path, employees answered 55% disagree and statement 4 who answered disagree as much as 70%. This condition means that there are problems related to the career development of DPPKB-PPA employees in Kerinci Regency.

In addition to increasing employee work motivation, promotions for employees who excel also need to be done, this is very important. Agency leaders in promoting their employees to higher positions, must have an assessment of employee competencies that will be used as a prerequisite in promoting their employees [11].

Have an assessment of employee competencies that will be used as a prerequisite in promoting their employees. Employees can be promoted based on the value of each competency assessment based on performance [12]. the effect of job promotion on the performance of an employee is because there is something that employees want to achieve and hope that the work activities they carry out will lead them to a situation that is more satisfying than the previous situation.

2. Research Method

The population in this study were all DPPKB-PPA employees of Kerinci Regency as many as 41 people. The sample used is the whole of the population, so the sample in this study is the same as the population, namely all DPPKB-PPA employees of Kerinci Regency, totaling 41 people.

Validity Analysis

The rtable value is seen in the r table with $df = n-2$ (n = number of respondents / samples) with a significance level of 5% (0.05). If the result $r_{count} > r_{table}$, then the statement is valid, otherwise if $r_{count} < r_{table}$, then the statement is invalid [13].

Reliability Analysis

The high and low reliability is indicated by a Cronbach Alpha (α) coefficient number ≥ 0.60 . If Cronbach Alpha (α) is greater than or equal to 0.60, the research variable is declared reliable, and vice versa if Cronbach Alpha is smaller than 0.60, the research variable is declared unreliable [14]. The reliability test calculation will be carried out with the help of the SPSS (statistical package for social science) version 21.0 program.

Respondent Achievement Rate (TCR)

Calculating the Respondent Achievement Rate (TCR) value of each category of variable descriptive data

Multiple Linear Regression Analysis

Hypothesis testing in this study using multiple linear regression analysis. Multiple linear regression analysis aims to determine the causal relationship between variables that influence and variables that are influenced.

Statistical test t

The t statistical test to see whether the independent variables X_1 , X_2 , X_3 and X_4 have a significant effect on the dependent variable Y in the regression equation used, it is necessary to test the hypothesis using the t statistical test, namely comparing the t_{count} value with the t_{table} value at $df = n-2$ [15].

F statistical test

The F statistical test is used to determine whether the regression model used is appropriate in presenting the research data.

Coefficient of Multiple Determination

To determine the size of the influence of the independent variable on the dependent variable, it is determined by the coefficient of multiple determination (R^2).

Coefficient of Multiple Determination

To determine the size of the influence of the independent variable on the dependent variable, it is determined by the coefficient of multiple determination (R²).

3. Result and Discussion

Normality Test

N	Variable	Asymp. Sig. (2-tailed)	Description
1	Work motivation (Y)	0.200	Normal
2	Job placement (X1)	0.121	Normal
3	Workability (X2)	0.200	Normal
4	Career development (X3)	0.092	Normal

The results of the normality test are presented in the table below:

Table 5. normality test results

Based on Table 5. Which shows the results of the normality test, it can be concluded that in the regression model, confounding or residual variables have a normal distribution. This can be seen from the Asymp. Sig. (2-tailed) value on each variable which is greater than 0.05. For the work motivation variable (Y), the value of 0.200 indicates that the data is normally distributed. Likewise, the job placement variable (X1) has a value of 0.121, the work ability variable (X2) with a value of 0.200, and the career development variable (X3) with a value of 0.092. All of these values are greater than 0.05, which indicates that the four variables are normally distributed. Thus, it can be concluded that work motivation (Y), job placement (X1), work ability (X2), and career development (X3) of employees at DPPKB-PPA Kerinci Regency are all normally distributed, which indicates that the residuals in this regression model fulfill one of the important assumptions in regression analysis.

Multiple Linear Regression Analysis

The results of multiple regression tests are presented in the table below:

Table 6. Multiple regression test results

		Coefficients ^a			t	Sig.
		Uns.Co ef.	S Coef.			
Model		B	Std. Error	Beta		
1	(Constant)	66.062	13.863		4.765	.000
	Penempatan kerja (X1)	.256	.065	.253	3.938	.001
	Kemampuan kerja (X2)	.212	.067	.051	3.164	.006
	Pengembangan karir (X3)	.575	.206	.059	2.791	.018

Based on Table 4.10, the estimation model can be analyzed as follows: $Y = 66.062 + 0.256 (X1) + 0.212 (X2) + 0.575 (X3)$

Based on the above equation it can be explained that:

a. From the above equation it can be seen that there is a constant value of 66.062 which means that if job placement, work ability, career development are zero, then the value of the work motivation variable is at 66.062. This means that the variables of job placement, work ability, career development contribute to increasing work motivation in DPPKB-PPA Kerinci Regency.

b. The regression coefficient value of job placement is positive 0.256. This means that if job placement increases by one unit, it will result in a decrease in work motivation by 0.256 units.

c. The work ability regression coefficient value is positive, namely 0.212. This means that if work ability increases by one unit, it will result in a decrease in work motivation by 0.212 units.

d. The career development regression coefficient value is positive, namely 0.575. This means that if career development increases by one unit, it will result in a decrease in work motivation by 0.575 units.

Regression Coefficient Test (t test)

Hypothesis Testing 1

The Effect of Job Placement on Work Motivation

The first hypothesis proposed, that job placement partially has a positive effect on work motivation. Based on the analysis of the t test, it is known that the significance level of the job placement variable is $0.001 <$ than the significance value (0.05). Thus Ho is rejected and Ha is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between job placement on work motivation in DPPKB-PPA Kerinci Regency.

Hypothesis Testing 2

The effect of work ability on work motivation

The second hypothesis proposed, that work ability partially has a positive effect on work motivation. Based on the analysis of the t test, it is known that the significance level of the work ability variable is $0.006 <$ than the significance value (0.05). Thus Ho is rejected and Ha is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between work ability on work motivation at DPPKB-PPA Kerinci Regency.

Hypothesis Testing 3

Effect of Career Development on Work Motivation

The third hypothesis proposed, that career development partially has a positive effect on work motivation. Based on the analysis of the t test, it is known that the significance level of the career development variable is $0.018 < \text{the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between career development on work motivation in DPPKB-PPA Kerinci Regency.

F-test

Hypothesis Testing 4

Effect of job placement, job skills Career development Together on work motivation

The fifth hypothesis proposed, that job placement, work ability, career development together have an effect on work motivation. Based on the results of the analysis of the F test, it is known that the significance level of the work placement variable, work ability, career development is $0.000 < 0.05$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence together between job placement, work ability, career development on employee work motivation at DPPKB-PPA Kerinci Regency.

F test results are presented in the table below:

Table 7. F test results

Model		Sum of Squares	Df	Mean Square	Sig.
1	Regression	436.739	3	145.5809.394.000 ^b	
	Residual	588.880	38	15.497	
	Total	1025.619	41		

Coefficient of Determination (Adjusted R Square)

The Coefficient of Determination aims to see or measure how far the model's ability to explain the variation in the independent variable, where the R square value is used for research with 2 variables and the Adjusted R Square value is used for research with more than 3 variables.

The coefficient of determination in this study is taken from the Adjusted R Square value which can be seen in the table below.

Table 8. R Square Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.887 ^a	.786	.708	2.91082

Based on Table 4.16 which shows the results of the R Square test, it can be analyzed that the regression model used has very good predictive power. The R value of 0.887 indicates that there is a strong

relationship between the dependent variable strong relationship between the dependent variable performance (Y) and the independent variables of job placement (X1), work ability (X2), and career development (X3).

The R Square value of 0.786 means that 78.6% of the variation in the performance variable (Y) can be explained by the variables of job placement (X1), work ability (X2), and career development (X3). This indicates that the regression model used is good enough to predict performance based on the three independent variables.

Discussion

The discussion of the research results is intended to explain and interpret the research results.

he Effect of Job Placement on Work Motivation at DPPKB-PPA Kerinci Regency

The results of the t test analysis in this study indicate that job placement has a significant positive effect on employee work motivation at DPPKB-PPA Kerinci Regency, with a significance value of 0.001, which is smaller than the critical limit of 0.05. This finding suggests that the higher the level of job placement experienced by employees, the lower their work motivation. Although job placement is generally considered a factor that can increase motivation, this finding actually leads to results that indicate a decrease in work motivation. This phenomenon can be explained through various theoretical perspectives and previous studies

The Effect of Work Ability on Work Motivation at DPPKB-PPA Kerinci Regency

The results of the t-test analysis in this study show that work ability has a significant positive effect on employee work motivation at DPPKB-PPA Kerinci Regency, with a significance value of 0.006, which is smaller than the critical limit of 0.05. This finding suggests that the higher the level of work ability possessed by employees, the greater the likelihood of a decrease in their work motivation. This may seem to contradict the general hypothesis that increased employability usually increases work motivation, but several factors and previous research may explain this phenomenon.

The Effect of Career Development on Work Motivation at DPPKB-PPA Kerinci Regency

The results of the t-test analysis in this study show that career development has a significant positive effect on work motivation at DPPKB-PPA Kerinci Regency, with a significance value of 0.018, which is smaller than the critical limit of 0.05. This finding indicates that the higher the level of career development experienced by employees, the greater the likelihood of a decrease in their work motivation. This finding

indicates that the higher the level of career development experienced by employees, the greater the likelihood of a decrease in their work motivation in carrying out their duties. This phenomenon, although it seems to contradict the expectation that career development can increase work motivation, can be explained by the following can increase work motivation, can be explained by considering other factors that influence the relationship.

The Effect of Job Placement, Work Ability, Career Development Together on Work Motivation at DPPKB-PPA Kerinci Regency

The results of the F test analysis in this study indicate that job placement, work ability, and career development simultaneously have a significant effect on work motivation in DPPKB-PPA Kerinci Regency, with a significance value of 0.000, which is much smaller than the critical limit of 0.05. This finding indicates that the three variables together contribute to the decline in employee work motivation in this agency.

4. Conclusion

Based on the results of hypothesis testing and discussion described in the previous chapter, the following conclusions can be drawn: Job placement has a significant positive effect on work motivation at DPPKB-PPA Kerinci Regency; Work ability also has a positive influence on work motivation at DPPKB-PPA Kerinci Regency; Career development has a significant positive influence on work motivation at DPPKB-PPA Kerinci Regency. Together, job placement, work ability, and career development have a very significant influence on work motivation at DPPKB-PPA Kerinci Regency. these three variables contribute greatly to increasing work motivation in the agency. Therefore, it is important for the head of the Kerinci Regency DPPKB-PPA office to create an effective combination of these three variables to maximize work motivation and encourage the achievement of organizational goals.

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