THE INFLUENCE OF JOB PERFORMANCE APPRAISAL, WORK EXPERIENCE AND PERSONALITY TOWARDS EMPLOYEES CAREER DEVELOPMENT PT. SUNGGONG LOGISTICS

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Abstract

This study aims to analyze the effect of job performance appraisal, work experience and personality on employee career development. The populations in this study were 78 employees of PT. Sunggong Logistics. The sample used was 78 employees. The sampling method uses saturated sampling technique. The data collection method used survey method with the research instrument was a questionnaire. Methods of data analysis using Partial Least Square (PLS). The results of the analysis show that the job performance appraisal, work experience, and personality have a positive and significant effect on career development. Suggestions for the management of PT. Sunggong Logistics to make improvements during job performance appraisal and to include employees in job training to improve employee skills and for all employees of PT. Sunggong Logistics for employees of PT. Sunggong Logistics is recommended to create a comfortable work environment, and build good communication for fellow employees and with the stakeholders involved.

INTRODUCTION

In conditions of global competition, human resource development plays an important role in being able to compete nationally and internationally. A company must be able to optimize the capabilities of its human resources so that the achievement of company goals can be accomplished. A leader expects maximum performance achievement in an organization must pay attention to factors that affect employee performance, one of which is career development (Balbed & Sintaasih, 2019). One of the methods needed to improve the quality of employees is the assessment of job performance appraisal in an effort to develop an employee's career so that they can achieve company goals, in other words, employee career development is directed towards further enhancing abilities However, this is not simple and requires a good understanding of the company and there needs to be a mature resource development strategy so that the human resources of an organization can develop.

Good job performance appraisal is very decisive for an employee to be promoted to a higher job or position. This means that the promotion of an employee that is considered is the ability or job

performance appraisal of the employee, making it possible to be given greater responsibility from the position. Employees are more likely to be motivated to work when employees see a good career path in a company, in other words that an employee who works in a company does not only occupy a static position or rank (Nandy & Walangitan, 2015). When a human resource career in an organization does not develop, it means that there are serious problems that need attention within the organization

These problems can come from the individual concerned or from the institution. Therefore, the leadership must make career development a serious concern for the sake of mutual interest and progress. Employee career development at PT. Sunggong Logistics is less of a concern. This can be seen from the number of employees who get promotion only a few in each year.

Graph 1. Promotion of PT. Sunggong Logistics 2015-2019

	2015	2016	2017	2018	2019
■ Promotion	2	2	1	3	1
■ Total Employee	78	78	78	78	78
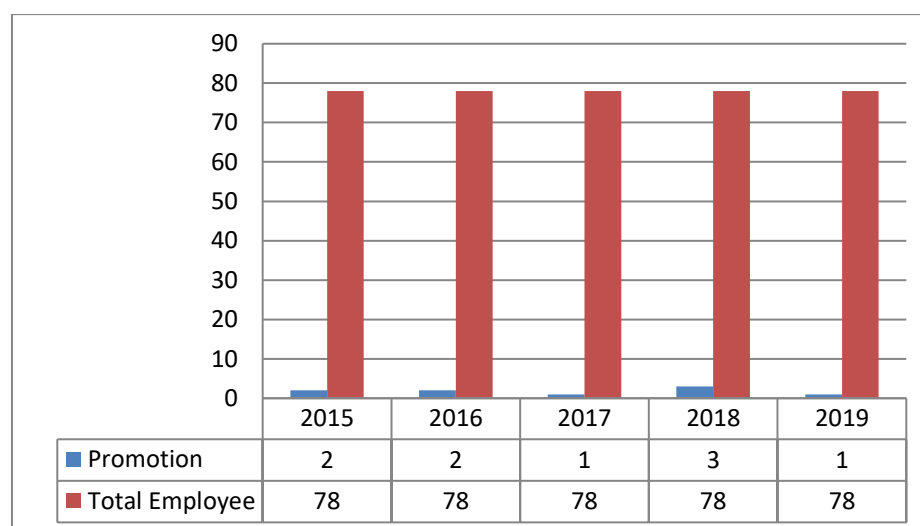
Source: Employee Data of PT. Sunggong Logistics (2019)

Graph 1 above shows the number of job promotions at PT. Sunggong Logistics each year there are 1 to 2 employees who get promoted. Promotion is a form of career development program, vertical career development is called promotion or horizontal career development is called transfer (Nurmasari, 2015).

Factors that influence the career development of an employee are work experience which can be specifically seen from the existing employee tenure, employees who wish to develop their careers need to pay attention to their work experience. So according to Adnyani & Dewi (2019), the success that one feels is not necessarily the same as other people. Work experience can be seen from the length of time or tenure of employees working both in the previous and current companies (Riyadi, 2015).

Table 1. Working Period
PT. Sunggong Logistics

No.	Working Period (Years)	Number of Employees (Person)	Percentage
1	1-3	48	61.54
2	4-6	15	19.23
3	7-9	15	19.23
Total		**78**	**100%**

Many studies discuss career development, including Nurhasan and Saoqi (2017) which state that work experience, education and training (education and training) have an effect on career development, according to Samsir and Marzolina (2015) stating that work experience and job performance appraisal have an effect on career development, and Saraswati and Dewi (2017) state that work experience, education, and personality influence career development.

Formulation of the problem

Based on the above background, the researcher can formulate the main research problems as follows:

1. Does the job performance appraisal affect the career development of employees of PT. Sunggong Logistics?

2. Does work experience affect the career development of employees of PT. Sunggong Logistics?

3. Does personality affect the career development of PT. Sunggong Logistics?

Research purposes

In this case the research objectives can be concluded into three points including the following:

1. Analyzing the effect of job performance appraisal on the career development of employees of PT. Sunggong Logistics?

2. Analyzing the effect of work experience on the career development of employees of PT. Sunggong Logistics?

3. Analyzing the influence of personality on the career development of PT. Sunggong Logistics?

LITERATURE REVIEW

Job Performance Appraisal

Hasibuan (2017), argues that job performance appraisal is a systematic evaluation of the work that has been done by employees and appointed for development. Sutrisno (2017) argues that job performance appraisal is to obtain information that is useful in making decisions related to human resource management activities, such as planning and career development,

programs, compensation, promotions, demos, retirement and employee dismissal. Sunyoto (2015) states that the benefits of job performance appraisal are for work performance improvement, compensation adjustments, placement decisions, and training needs. The dimensions of job performance appraisal according to Levana (2017) are fair, objective, transparent, consistent and sensitive.

Work experience

According to Manulang (2013), stating that work experience is the process of forming knowledge or skills about the method of a job because of the employee's involvement in the implementation of work tasks. Gibson (2011) argues that people who have experience will always be smarter in responding to everything than those who have no experience at all. According to Aristarini et al (2014), there are several things that determine whether an employee is experienced or at the same time as a dimension and indicator of work experience, namely; Length of time or years of work, level of knowledge and skills possessed, and mastery of work and equipment.

Personality

According to Arijanto (2018) personality is a person's characteristic traits and behavior that differentiates him from others; Integration of the characteristics of a person's structures, behavior patterns, interests, abilities and potentials; everything about a person as known by others. From the description above, it can be concluded that personality is a person's measurable trait that is displayed by an individual to others. In general, humans define personality in various versions, but can be grouped into two approaches. First, a person's personality is judged based on his ability to get positive reactions from various people under various circumstances. Second, seeing one's personality as the most obvious impression one shows against others.

According to Arijanto, et al (2018), there are 5 (five) basic personality dimensions that underlie all other dimensions, namely:

1. Extraversion, displays our comfort level in relationships.
2. Agreeableness, one's tendency to understand others.
3. Conscientiousness, A very careful person is responsible, organized, reliable, and persistent.
4. Emotional stability, People with high positive emotional stability tend to be calm, and confident.
5. Openness to experience, A very creative, in curiosity, and artistically sensitive person.
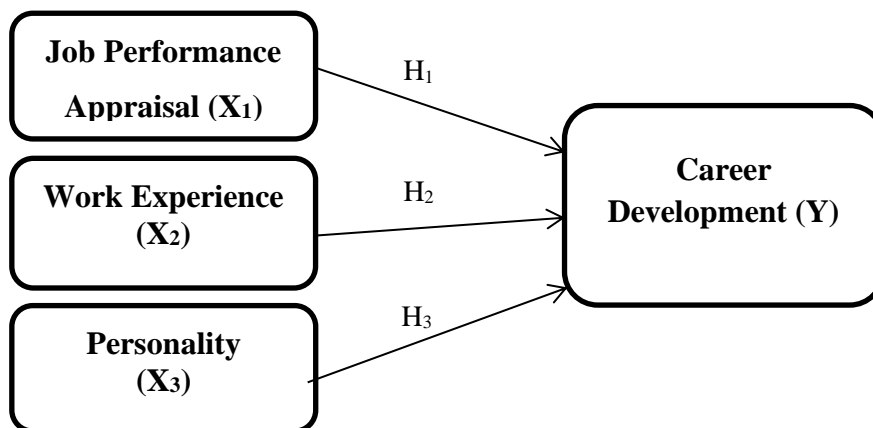
Career Development

According to Soelton, et al (2018), the career concept is a neutral concept. Experts often define career as a process of a concept that is not static and final. According to Mangkunegara (2017), 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 optimally and according to Rivai (2011), career development is the process of increasing individual work abilities achieved in order to achieve a career that you want. According to Shaputra & Hendriani (2015), the dimensions and indicators of career development are, fair treatment in a career, concern for direct superiors, information about various promotional opportunities, interest in being promoted, and level of satisfaction.

Thinking Framework and Hypothesis Development

In order for there to be a complete understanding of the assessment of job performance appraisal, work experience and personality towards career development, the researcher puts it in the form of a model in this final work, it can be said that the job performance appraisal, work experience and personality have a close relationship. So that one another cannot be separated and only differentiated. The framework in this study can be described as follows:

Figure 2. Framework

Hypothesis Development

a. Relationship Job Performance Appraisal with Career Development

Achievement is one way to improve an employee's career. In addition, job performance appraisal also provides benefits for calculating the eligibility of compensation and improving the quality of work of employees. This is in line with what Sumadewi & Suwandana (2017)

stated that job performance appraisal has benefits for research and career development in the field of personnel in general, and as a basis for HR planning to improve working conditions, improve quality, and work results. Samsir and Marzolina (2015) stated that job performance appraisal has a positive and significant effect on career development. The implementation is, the better the job performance appraisal of an employee, the greater the chance to get career advancement in the company. Based on this statement, the following hypothesis can be formulated:

H_1: Job performance appraisal has an effect on Employee Career Development

b. Work Experience Relationship with Career Development

Experience is a learning process and the potential to behave either from formal or non-formal education that can be interpreted as a process that leads a person to a better pattern of behavior (Zainullah et al., 2013). Work experience can be seen from the length of time or working period of employees in working both the previous company and the current company (Riyadi, 2015). (Saraswati & Dewi, 2017) stated that because of the many work experience that employees have will help them in every job they do because they have experience in the previous job, so the more work experience they have, the wider the opportunity to develop a career. Based on these statements can be formulated hypotheses as follows:

H_2: Work Experience affects Employee Career Development

c. Relationship between Personality and Employee Career Development

Each person's personality is different, so that is what makes a person unique. Employees who usually have good personalities such as being diligent, easy to socialize, responsible will easily develop their careers. This is confirmed by Saraswati (2017) that personality has a positive and significant influence on employee career development because having a good and responsible personality, being diligent, honest, and easy to socialize will help these employees adapt to their work environment so that their personality will be better owned by employees will help them in developing their careers. This can be taken into consideration by the company if there are employees who want to develop their careers. Based on the above statement, the following hypothesis can be formulated:

H_3: Personality affects employee career development.

RESEARCH METHODOLOGY

Time and Place of Research

The research was conducted at PT. Sunggong Logistics; this company is engaged in transportation and logistics. The company's location is located at Gedung Quantum, Jl. Pemuda No.34, Pulo Gadung, East Jakarta. Meanwhile, the time used in conducting the research starts from December 2019 to June 2020.

Research design

Based on the research objectives that have been set, the design of this research is using a descriptive approach, meaning that it defines the various criteria as well as the values and variables that exist. The design used in this research is causal research, according to Sugiyono (2016), namely a causal relationship, the main purpose of this causal research is to obtain evidence of a causal relationship, so that it can be seen which variables affect and which variables are affected. .

Data collection will be carried out using survey techniques with questionnaires to respondents. Furthermore, the data that has been obtained are processed with statistical models using the PLS (Partial Least Square) program.

Variable Measurement Scale

Measurements in this study used a Likert scale. The Likert scale is a method used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena according to Sugiyono (2016). The Likert scale uses five levels of answers, namely:

Table 2. Likert scale

Answer	Code	Score
Strongly agree	SS	5
Agree	S	4
Neutral / Undecided	N	3
Disagree	TS	2
Strongly Disagree	STS	1

Source: Sugiyono (2016)

Population and Sample Research

According to Sugiyono (2016), it explains that population is an area of generalization that occurs on objects / subjects that have certain quantities and characteristics that are determined by researchers to study and then draw conclusions. The population in this study

were all permanent employees who worked at PT. Sunggong Logistics with a total of 78 employees. According to Sugiyono (2016), saturated sampling is a sampling technique when all members of the population are used as samples. This is often done when the population is relatively small, less than 30 people, or if the study is to make generalizations with very few errors. Another term saturated sample is census, where all members of the population are sampled. The sample studied was 78 employees of PT. Sunggong Logistics.

RESULTS AND DISCUSSION

The characteristics of the 78 respondents in this study can be divided into gender, age, education level, which can be seen in the graph below

Graph 2. Respondents by Gender
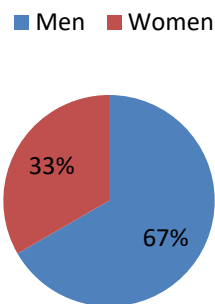
Based on graph 2, it is known that male respondents dominate the research respondents as many as 52 employees. This shows that jobs in the logistics sector that require mastery of tools and physical activities are more likely to be done by men.
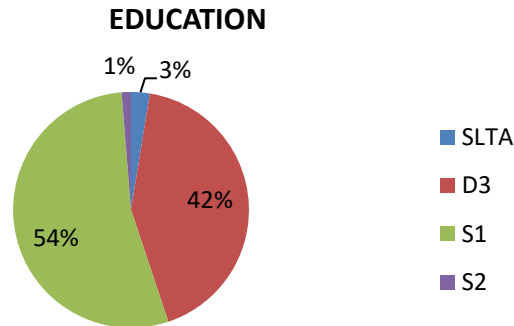
Graph 3. Respondents by Age
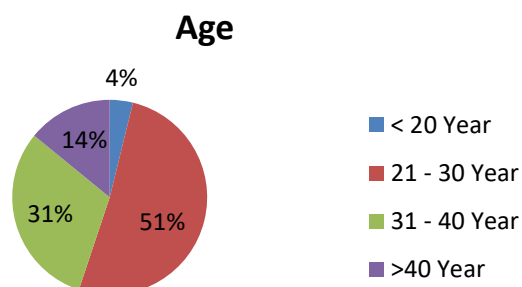
Based on graph 3, it is known that the age range of 21-30 years dominates the employees of the company. This shows that PT. Sunggong Logistics has productive human resources and is able to provide innovation in work.

Graph 4. Respondents by Education

EDUCATION

1% 3%

42%

54%

- SLTA
- D3
- S1
- S2

Based on graph 4, it is known that respondents with S1 education dominate company employees. This shows thatcompany employees have a fairly good level of education so that they are able to support company performance.
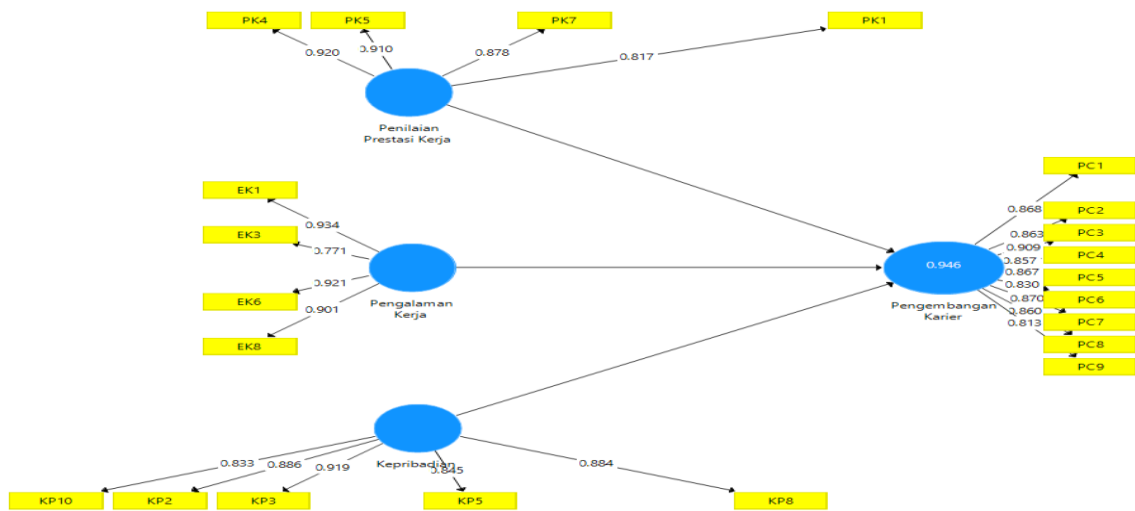
Measurement Model (Outer Model)

The test stages of the outer model are carried out in the following steps:

Convergent Validity

An indicator is declared valid if the measurement

of loading factor above 0.70 so that if there is a loading factor below 0.70 it will be dropped from the model (Ghozali, 2014).

Figure 3. Test Convergent Validity after Modification

Based on table 3, it is known that all variable dimensions are valid. This is because the loading factor value is above 0.70 (Ghozali, 2014). In addition to the Loading Factor value, to analyze the validity of research data, the Average Variance Extracted (AVE) value can be used. The following are the results of the validity test using the AVE value.

Table 3. Result of Loading Factor Value of Modified Path

Indicators	*Outer Loadings*	Conclusion
PK1	0.817	Valid
PK4	0.920	Valid
PK5	0.910	Valid
PK7	0.878	Valid
EK1	0.934	Valid
EK3	0.771	Valid
EK6	0.921	Valid
EK8	0.901	Valid
KP2	0.886	Valid
KP3	0.919	Valid
KP5	0.845	Valid
KP8	0.884	Valid
KP10	0.833	Valid
PC1	0.868	Valid
PC2	0.863	Valid
PC3	0.909	Valid
PC4	0.857	Valid
PC5	0.867	Valid
PC6	0.830	Valid
PC7	0.870	Valid
PC8	0.860	Valid
PC9	0.813	Valid

Source: PLS Version 3 Output, Data Processed (2020)

Based on table 3, it is known that all variable dimensions are valid. This is because the loading factor value is above 0.70 (Ghozali, 2014). In addition to the Loading Factor value, to analyze the validity of research data, the Average Variance Extracted (AVE) value can be used. The following are the results of the validity test using the AVE value.

Average Variance Extracted (AVE) Test

Table 4. Average Variance Extracted (AVE) Results

Variable	AVE	Information
KP	0.764	Valid
OAK	0.781	Valid
PC	0.740	Valid
PK	0.779	Valid

Source: PLS Version 3 Output, Data Processed (2020)

Based on table 4, it is known that all research variables are valid. This is because the AVE value is above the requirement of 0.50 (Ghozali, 2014). This value describes sufficient convergent validity and means that one latent variable is able to explain the indicators in it.

Discriminant Validity Test
A good discriminant validity measurement model if the AVE on the variable itself is greater than the correlation between other variables (Ghozali, 2014). Fornell-Lacker Criterion discrete vadilitas is done by comparing the correlation between variables with AVE on a variable.

Table 5. Fornell-Lacker Criterion Result

	KP	EK	PC	PK
KP	0.974			
EK	0.972	0.973		
PC	0.869	0.870	0.880	
PK	0.823	0.851	0.822	0.882

Source: PLS Version 3 Output, Data Processed (2020)

On Table 5. it can be seen that the average value of variance extracted (AVE) is 0.974, 0.973, 0.880, 0.882. These values are greater than the correlation of each variable. Thus the terms of discriminant validity through the Fornell-Lacker Criterion test have been met.

Cross Loading

An indicator is declared to meet discriminant validity if the cross-loading dimension value on the variable is the largest compared to other variables (Ghozali, 2014).

Table 6. Cross Loading Results

	KP	OAK	PC	PK
EK1	0.743	0.934	0.760	0.723
EK3	0.726	0.771	0.677	0.725
EK6	0.721	0.921	0.768	0.717
EK8	0.879	0.901	0.853	0.835
KP2	0.986	0.797	0852	0.796
KP3	0.919	0827	0891	0878
KP5	0.945	0750	0.815	0.794
KP8	0.884	0.745	0876	0848
KP10	0.883	0.685	0.796	0.708
PC1	0.869	0.791	0.968	0.796
PC2	0.803	0.767	0.963	0814
PC3	0.893	0.803	0.909	0.869
PC4	0.825	0.786	0.957	0.748
PC5	0800	0.743	0.967	0.758
PC6	0832	0.727	0.930	0.781
PC7	0.839	0.694	0.970	0817
PC8	0.818	0.738	0.960	0824
PC9	0.815	0.678	0.953	0.722
PK1	0.731	0.636	0.710	0.917
PK4	0854	0.769	0861	0.920
PK5	0847	0.815	0830	0.910
PK7	0.818	0.773	0843	0.978

Source: PLS Version 3 Output, Data Processed (2020)

Reliability Test

Reliability shows the accuracy, consistency, and accuracy of a measuring instrument in measuring (Ghozali, 2014). If a study has been reliable, then the research data has been tested reliability and consistency of research results. Reliability Test in PLS can use 2 methods, namely Cronbach's alpha and Composite reliability. Here are the results of the research reliability test:

Table 7. Cronbach's Alpha (CA)
Test Results

Variabel	CA	Keterangan
KP	0.922	Reliabel
EK	0.905	Reliabel
PC	0.956	Reliabel
PK	0.905	Reliabel

Source: PLS Version 3 Output, Data Processed (2020)

Based on table 7, it appears that all variables in the study were declared Reliabel because Cronbach's Alpha value for all variables was above 0.70.

Table 8. Composite Realibility (CR) Test Results

Variabel	CR	Keterangan
KP	0.942	Reliabel
EK	0.934	Reliabel
PC	0.962	Reliabel
PK	0.934	Reliabel

Source: PLS Version 3 Output, Data Processed (2020)

Based on table 8, it can be seen that all the variables in the study are declared reliable because the Composite Reliability value for all variables is above 0.70.

Testing the Structure Model / Hypothesis Testing (Inner Model)

The testing phase of the structural model (inner model) is carried out by the following steps:

Table 9. The results of the determination coefficient test

	R Square	R Square Adjusted
Career Development	0.946	0.943

Source: PLS Version 3 Output, Data Processed (2020)

Based on table 9, it appears that the R-Square adjusted value for the Career Development variable is 0.943. Means that the influence of Career Development is explained by the three variables (X) namely Work Achievement Assessment, Work Experience and Personality by 94.3%, the remaining 5.7% is explained by other variables not researched in this study. The reason for using R-Square adjusted is because the value does not always increase when adding variables (Ghozali, 2014).

Hypothetical Test Results (Line Coefficient Estimation)

Bootstraping Result

In Smart PLS, testing of each relationship is done using a simulation by bootstrapping method against the sample. Here are the test results by bootstrapping method on the research model
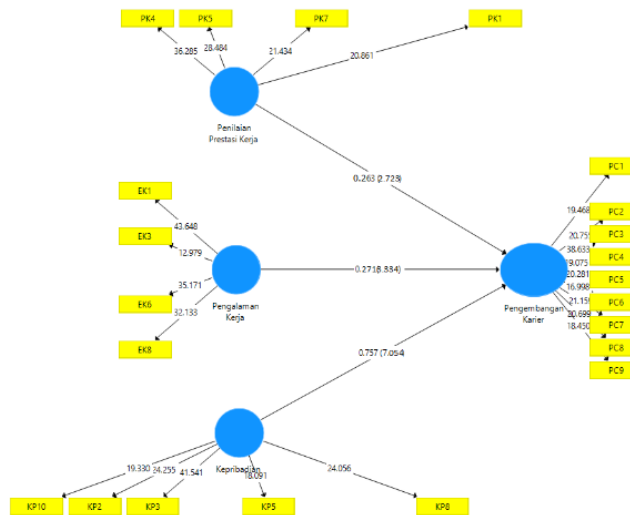
Figure 4. Bootstraping Test Results

Based on Figure 4, it is known that the variables of Job Performance Appraisal, Work Experience and Personality have a positive effect on Career Development.

Hypothesis Test (Path Coefficient)

Based on the results of bootstrapping, it can be summarized in Table 4. To test the hypothesis, it can be done by looking at the t-statistical value and the probability value.

Table 10. Hypothesis Test Results

Path	Original Sample (O)	T-Statistic (| O / STDEV |)	P-Values	Information
PK → PC	0.263	2,723	0.001	Significant
EK → PC	0.271	3,334	0.000	Significant
KP → PC	0.757	7,054	0.000	Significant

Table 10 and Figure 4 above show that the T-Statistic value for all constructs is more than 1.96. So it can be interpreted that the hypothesis is accepted, or in other words reject the null hypothesis (H0).

Discussion of Research Results

1. Effect of Job Performance Appraisal on Career Development

Based on the research results, it is known that Job performance appraisal has a positive and significant effect on Career Development. The better the job performance appraisal is carried out, the better the employee's career development will be.

As for all indicators, the one that most influences the Job Performance Appraisal is PK4 with the statement "Assessment made by management to employees in accordance with the job performance appraisal that has been generated" and invalid questions have been removed from the Job performance appraisal variable thereby eliminating the variable dimension of the job performance appraisal . namely Sensitive.

Samsir and Marzolina (2015) stated that job performance appraisal has a positive and significant effect on career development. The implementation is, the better the job performance appraisal of an employee, the greater the chance of getting a career progression in the company. Previous research conducted by Dewi and Riana (2015) and Adnyani and Sagung (2019) that Job performance appraisal has a positive and significant effect on Career Development.

2. The Effect of Work Experience on Career Development

Based on the results of the study, it is known that Work Experience has a positive and significant effect on Career Development. The better the Employee's Work Experience, the better employee career development will be. As for all indicators, the most affecting work experience is EK1 with the statement "With the work experience that I have, can help me in doing the work that I do at the moment", invalid questions have been eliminated in the Work Experience variable so as not to eliminate the dimension of work experience variables namely Length of Time / Working Period, Level of Knowledge and Skills that have, and Mastery of Work and Equipment.

Work experience can be seen from the length of time or working period of employees in working both the previous company and the current company (Riyadi, 2015). (Saraswati and Dewi, 2017) stated that because of the many work experience that employees have will help them in every job they do because they have experience in previous jobs, so the more work experience they have, the wider the opportunity to develop a career. The results of this study are in line with previous research conducted by Hastuti (2018) and Nurhasan and Mohammad (2017) that Work Experience has a positive and significant effect on Career Development.

3. Personality Influence on Career Development

Based on the results of the study, personality is known to have a positive and significant effect on career development. The better the employee's personality, the better the employee's career development. This is in accordance with the research hypothesis that reads Personality has a positive and significant effect on Career Development. As for all indicators, the most affecting personality is KP3 with the statement "I can work in groups as well as individually", invalid questions have been eliminated on personality variables so as not to eliminate the dimensions of personality variables namely Extraversion, Friendliness, Prudence, Emotional Stability, and Openess On Experience.

Each person's personality is different, so that is what makes a person unique. Employees who usually have good personalities such as being diligent, easy to socialize, responsible will easily develop their careers. This is confirmed by Saraswati (2017) that personality has a positive and significant influence on employee career development because having a good and responsible personality, being diligent, honest, and easy to socialize will help these employees adapt to their work environment so that their personality will be better owned by employees will help them in developing their careers. This can be taken into consideration by the company if there are employees who want to develop their careers, so that you can achieve the desired career. The results of this study are in line with previous research conducted by Ayub, et al (2018) that stated that personality has a positive and significant effect on career development.

CONCLUSION

Conclusion

Based on the research results, here are the conclusions contained in this study.
1. Based on the research results, it is known that Job Performance Appraisal has a positive and significant effect on Career Development. The better the job performance appraisal is carried out, the better the employee's career development will be.

2. Based on the research results, it is known that Work Experience has a positive and significant effect on Career Development. The better the employee's work experience, the better the employee's career development will be.
3. Based on the research results, it is known that Personality has a positive and significant effect on Career Development. The better the employee's personality, the better the employee's career development.

Suggestion

Based on the results of the research conducted, the researchers gave some suggestions because this research still has some limitations from several aspects so it is necessary to make improvements in the next study, as follows:

1. Based on the results of descriptive analysis, it is known that the lowest average value of respondents' answers on the Job performance appraisal variable is contained in the statement "Assessments conducted by management are conducted openly". Therefore, it is recommended PT. Sunggong Logistics made improvements during the implementation of the job performance appraisal . Before the supervisor gives an assessment, it would be nice if the supervisor first conducts individual interviews with assessed employees so that there is openness and correction with the results obtained by employees. This reduces the bias of superiors who tend to be subjective and judge according to personal opinions. Furthermore, the results of job performance appraisal can be conveyed to employees, so that what needs to be improved from their work and to know the weaknesses and strengths of its employees, so that the objectives of poor improvement and improvement can be achieved. Based on the results of descriptive analysis, it is known that the lowest average value of respondents' answers to the Work Experience variable is in the statement "I have mastery of the job well and comprehensively ". Therefore, it is recommended PT. Sunggong Logistics engages employees in job training to improve employee skills
2. Based on the results of descriptive analysis, it is known that the lowest average value of respondents' answers to the Personality variable is found in the statement "I enjoy the work I do all day long". Therefore, it is recommended PT. Sunggong Logistics Therefore, it is recommended that PT. Sunggong Logistics creates a comfortable work environment, such as creating teamwork, and building good communication.
3. It is recommended that in future studies use other variables to be tested on Employee Career Development such as self-efficacy, quality of work life and others.

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