

**A Comprehensive Study on the Contribution of Motivation, Placement,  
and Career Development to Employee Performance**

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**ABSTRACT**

*In the office of the Boyolali Regency Environment Agency, this study was carried out. The purpose of this study is to analyze the relationship between employee performance at the Boyolali Regency Environmental Office and factors such as intrinsic motivation, job satisfaction, and opportunities for advancement. A quantitative approach is utilized in this investigation. Up to 260 people working for the Boyolali Regency Environmental Agency make up the population. In this study, 260 respondents made up the sample, which was obtained using a complete sampling approach. Data analysis was done using SPSS for Windows version 26, which aided with multiple linear regression analysis. Workplace motivation, job placement, and career advancement all have a favorable and significant impact on employee performance, according to the study. Inspiration at work, finding a job, and advancing one's career have.*

**Keywords:** *employee performance, work motivation, job placement, career development*

**ABSTRAK**

Di kantor Dinas Lingkungan Hidup Kabupaten Boyolali, penelitian ini dilakukan. Tujuan dari penelitian ini adalah untuk menganalisis hubungan antara kinerja karyawan di Dinas Lingkungan Hidup Kabupaten Boyolali dengan faktor-faktor seperti motivasi intrinsik, kepuasan kerja, dan peluang untuk maju. Pendekatan kuantitatif digunakan dalam penyelidikan ini. Hingga 260 orang yang bekerja untuk Dinas Lingkungan Hidup Kabupaten Boyolali merupakan penduduknya. Dalam penelitian ini, 260 responden membentuk sampel, yang diperoleh dengan menggunakan pendekatan pengambilan sampel lengkap. Analisis data dilakukan menggunakan SPSS untuk Windows versi 26, yang membantu analisis regresi linier berganda. Motivasi di tempat kerja, penempatan kerja, dan kemajuan karir semuanya memiliki dampak yang menguntungkan dan signifikan pada kinerja karyawan, menurut penelitian tersebut. Inspirasi di tempat kerja, mencari pekerjaan, dan memajukan karir seseorang.

**Kata kunci:** *kinerja karyawan, motivasi kerja, penempatan kerja, pengembangan karir*

**INTRODUCTION**

Human resource development in a company is an effort to develop the quality of human resources which aims to improve the quality of workers (Effendi, 2021). Agency goals can be achieved if supported by good performance from employees. To get good and more productive performance in accordance with the agency's goals, employees must get structured and effective briefings from the agency (Sunarto, 2021). In government organizations like the Boyolali Regency Environmental Service, employee performance is a key component in reaching company goals. This

performance optimization is influenced by various factors, and a deep understanding of its influence is essential for the development of strategies to improve the quality of human resources (Jelatu & Jewaru, 2024)

Working through the monotony of one's regular tasks is something that every employee has probably felt. Lack of variety in their workdays might dampen their passion and drive, which in turn hurts productivity for the business (Prabowo & Sutianingsih, 2024). Properly motivating a person at work will boost their passion and excitement for their task, which in turn will raise their productivity (Laksmiari, 2019). Work motivation plays a fundamental role in encouraging employees to exert their best abilities (Wahyudin et al., 2025). A high level of motivation can encourage initiative, creativity, and dedication in completing the tasks undertaken. Conversely, low motivation has the potential to lead to a lack of enthusiasm, decreased productivity, and even high absenteeism rates (Putro & Sutianingsih, 2025).

Job placement that aligns with employees' interests and skills is just as important as motivation when it comes to enhancing performance (Wahana & Sutianingsih, 2023). When a person's skills and experience are matched with their job duties, this is known as placement (Putri, 2022). Positioning people appropriately is a critical leadership responsibility. Both the agency and the workforce want workers to be placed in the correct positions so that they may understand their responsibilities and tasks and do a good job of them (Wahana & Sutianingsih, 2023). Proper placement can increase a sense of ownership, job satisfaction, and efficiency in the execution of tasks. When an employee is placed in a position that matches his or her skills, he or she tends to be more productive and able to make a more significant contribution.

Finally, career development is an important factor that can trigger employee enthusiasm and loyalty. Opportunities to develop themselves through training, further education, or job promotion can enhance competencies, broaden horizons, and provide clear future prospects (Budiyatko & Sutianingsih, 2024) Based on what Mangkunegara (2012) has said. When a someone works on themselves in pursuit of their own career goals, they are engaging in career development. If an employee wants to advance in their profession, they need to work on themselves and tap into their latent abilities to reach their goals (Sarjito & Sutianingsih, 2022). On the other hand, according to Yolinza and Marlius (2023), a career development occurs when a person aspires to remain employed by a business, specifically until they reach retirement age. A career is a path taken by an individual or group of persons within an organization with the goal of reaching one's full academic and professional potential. This can directly have an impact on improving performance because employees feel valued and have a clear growth path (Anugra, 2023).

## **LITERATURE REVIEW**

### **Employee Performance**

Performance is the end outcome of an individual's labor in carrying out their responsibilities, as determined by their abilities, effort, and opportunities (Hasibuan, 2017). This introduction has established that performance is the end result of an individual's efforts to complete tasks in a given amount of time in accordance with established standards and criteria, taking into account their level of expertise, level of responsibility, and the nature of the work at hand. Worker performance is the end outcome of a predetermined, planned procedure carried out by an individual or group within a specific time and location (Tadjoedin et al., 2011). Employee performance, defined as the dependable execution of assigned tasks, is critical to an organization's ability to function efficiently and fulfill its stated goals (Simamora, 2015). Performance, or work achievement, is defined by Mangkunegara and Puspitasari (2015) as the end result of an employee's efforts in meeting the goals established for them while they carry out their job obligations.

### **Work motivation**

An individual's motivation, according to Simbolon (2021), is their propensity to exert significant effort in pursuit of organizational goals, with the degree to which this effort is contingent on the satisfaction of certain needs. Wibowo and Putra (2016) state that in order to do something, one must be motivated. On the other hand, motivation is commonly seen as a driving force behind an individual's actions as, as stated by Hamali (2023), it is a component that inspires someone to engage in a certain activity. A person's actions can't be carried out without some motivating cause. The process of externally influencing or motivating an individual or group of workers to desire to carry out a specific task is called motivation (Samsudin, 2015). An individual's drive to execute specific actions in pursuit of his goals is known as "work motivation" (Siagian, 2018).

Work motivation is an internal and external drive that affects an employee's enthusiasm, initiative, and perseverance in carrying out their duties (Sagita & Sutaningsih, 2023). When an employee has high motivation, he or she is likely to perform better. This is because they feel more attached to their work, have a strong desire to achieve goals, and are willing to put in the extra effort. Conversely, a lack of motivation can lead to decreased productivity, poor work quality, and even increased absenteeism and a desire to leave work. Therefore, creating a work environment that is able to grow and maintain employee work motivation is the key to achieving optimal organizational performance. This is supported by research conducted by Putra & Fernos (2023) and Yolinsa & Marlius (2023) results of research that have been carried out have resulted in work motivation having a positive and significant effect on employee performance. So the first hypothesis can be proposed, namely

H1: Work Motivation Has a Positive and Significant Effect on Employee Performance

## **Work Placement**

Kayely et al. (2023) states that job placement is a crucial process for organizations. When employees are placed in the suitable positions, the business is better able to achieve its goals. The process of assigning or reassigning an employee to a new position is called placement (Pio & Sendow, 2015). According to Bahri (2019), the goal of employee placement is to use data from job analyses to place workers in positions where they can thrive. The policy of a company's or department's head to decide whether an employee is still permanent in a given job or not is known as "placement" (Saiful, 2020). This decision is based on the individual's knowledge, abilities, and credentials. Employee job placement is the process that follows selection, namely the assignment of positions or employment to candidates who are approved (pass the selection), according to (Hakim, 2019).

When an employee is placed in a position that matches their educational background, skills, interests, and experience, they are more likely to perform optimally. The right placement allows employees to make the most of their potential, as the tasks and responsibilities given are aligned with their abilities. This not only increases efficiency and effectiveness in completing the work, but it can also foster a sense of satisfaction and ownership of the work. Conversely, inappropriate or "misplaced" placement can lead to frustration, demotivation, and decreased productivity. Employees may feel unmotivated because the task given is too easy or too difficult, or because it doesn't match their career aspirations, which will ultimately negatively impact the quality and quantity of work. This is supported by research conducted by Putri (Putri, 2022) and Manullang & Wardini (2021) results of research that have been carried out have resulted in job placement that has a positive and significant effect on employee performance. So a second hypothesis can be proposed, namely

H2: Job Placement Has a Positive and Significant Effect on Employee Performance

## **Career development**

A person's employability can be enhanced through career development in order to reach their preferred job path. The objective of career development is to align the workforce's aspirations and requirements with the organization's current and future career prospects as stated by (Silen, 2016). One definition of development offered by Upasuji et al. (2020) is that it encompasses both individual efforts to better one's career and organizational efforts to better one's work plan in accordance with one's level or route within the company. At the same time, career development refers to both individual efforts by workers to advance in their chosen careers and organizational efforts by HR to create a structured framework for employees to follow as they advance through the ranks (Mufidah et al., 2020). Improvements in one's own character that lead to the realization of one's professional goals constitute career development (Supardi, 2016). professional development is defined by Candra and

Ardana (2016) as the act of enhancing one's job talents in pursuit of one's preferred professional path.

When an organization provides opportunities for employees to improve their competencies, skills, and career paths through training, further education, job rotation, and promotion, this will foster a sense of appreciation and have a clear future in the organization. Employees who feel that their careers are being cared for and facilitated by their development tend to be more motivated and committed to giving their best performance (A. S. Wibowo & Sutianingsih, 2025) They will be more proactive in learning, innovating, and taking initiative because they see clear rewards in the form of career improvement. Conversely, the absence of a clear career development program can lead to burnout, demotivation, and even an intention to seek opportunities outside the organization, ultimately negatively impacting the performance of individuals as well as the organization as a whole. Thus, investing in employee career development is an important strategy to increase productivity, work quality, and loyalty, which directly correlates with improved organizational performance. This is supported by research conducted by Muna & Isnowati (2022) and Anandita et al. (2021) results of research that have been carried out have resulted in career development having a positive and significant effect on employee performance. So, the third hypothesis can be proposed, namely

H3: Career Development Has a Positive and Significant Effect on Employee Performance

## **RESEARCH METHODS**

Workers from the Boyolali Regency Environmental Agency make up the sample population for this research. This study employs a quantitative methodology. This information comes from first-hand accounts gathered through interviews, surveys, and observational studies employing Likert scales. A total of 86 respondents were surveyed using the Proportional Sampling method, and their responses were distributed accordingly. Multiple linear regression was the data analysis tool of choice.

## **RESULTS AND DISCUSSION**

### **Data Analytics Testing**

#### **1. Validity Test**

To determine how well a measuring equipment can convey the meaning of the symptoms or events it is collecting, researchers conduct validity tests. A legitimate questionnaire item is one for which the computed value  $r$  is greater than the value in the  $r$  table  $(n-2)$ . You may view the complete validity test results in table 1.

**Table 1. Validity Test Results**

Variable	R count
Work motivation	0,823
	0,781
	0,846
	0,787
	0,863
Work placement	0,724
	0,813
	0,845
	0,743
	0,461
Career development	0,747
	0,726
	0,821
	0,758
	0,756
Employee performance	0,852
	0,793
	0,706
	0,764
	0,870

The correlation between each indicator and the overall construct score of each variable is determined to be more than 0.116, as shown in Table 1, indicating a valid result. All components in the statement are thus deemed legitimate.

## 2. Reliability Test

To determine how trustworthy a measurement device is for future usage in the same study, scientists employ the Reliability Test. The alpha formula is used to measure dependability in this study. In table 2 we can see the summary of the reliability test results for all of the variables.

**Table 2. Reliability Test Results**

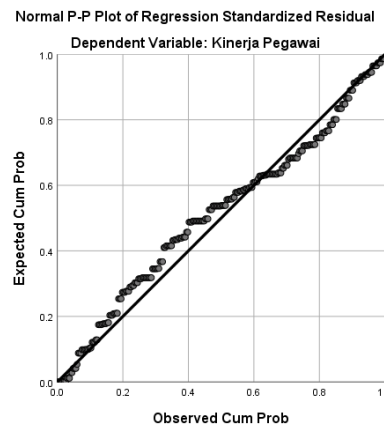
Research Variables	Cronbach's Alpha
Work motivation	0,876
Work placement	0,775
Career development	0,815
Employee performance	0,853

The reliability test findings demonstrate that all variables have an Alpha coefficient greater than 0.60, which is considered trustworthy. This means that the items in each of these variable ideas may be used as measuring tools in the future.

**Classic Assumption Test**

**1. Normality Test**

The normality test aims to test whether the research variables are normally distributed or abnormal.



**Figure 1. Normality Test Results with Normal P-Plot Graph**

This regression line model already satisfies the assumption of normalcy, as seen in figure 1 above the Normal Plot graph, where the dots are spread out around the diagonal line and the spread follows the direction of the diagonal line.

**2. Multicollinearity Test**

To check for a linear connection between the independent variables in the regression model, the multicollinearity test was run. Multicollinearity occurs when independent variables are correlated with one another, rendering the many regression equations generated useless for making predictions. To test for multicollinearity, we look at the tolerance value and the Variance Inflation Factor (VIF). The absence of multicollinearity in the regression model is shown by a tolerance value larger than 0.1 and a VIF less than 10.

**Table 3. Multicollinearity Test Results**

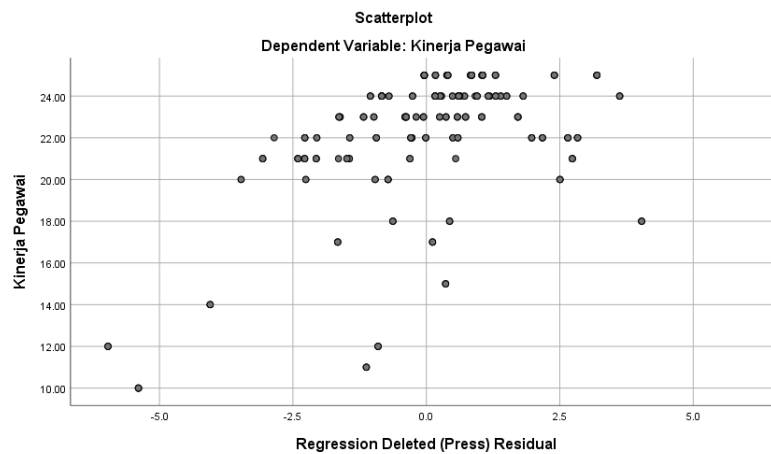
Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Work motivation	0.317	3.152
Work placement	0.316	3.166
Career development	0.381	2.625

Table 3 shows that the variables of job satisfaction, job placement, and professional growth all have VIF values below 10. The lack of correlation or significant

relationship between the independent variables in this study is indicated by the tolerance value being larger than 0.10.

### 3. Heteroscedasticity Test

To determine if the residual variance is not uniform from one observation to another, the heteroscedasticity test is used. If the residual variance is constant across observations, a feature known as homoskedasticity, then the regression model is suitable. Scatter plots allow us to determine heteroscedasticity by comparing the prediction value (ZPRED) with its residual value (SRESID). In the absence of a discernible pattern on the chart such as central accumulation, subsequent narrowing and broadening, or any other pattern a suitable model can be derived.



**Figure 2. Heterokedasticity**

It is inferred that there is no element of heteroscedasticity in the regression model based on Figure 3, which demonstrates that the dots are spaced out below and above the number 0, without forming a pattern.

### Analysis of the Regresi Linier Berganda

Classical assumptions are satisfied by a decent regression equation model if, among other things, the data follow a normal distribution, the model does not exhibit signs of heterokedasticity or multicollinearity, and the model does not contain any outliers. The suggested equation model in this study has been shown to satisfy the conditions of classical assumptions in earlier analyses, hence the equation model is excellent. We tested the premise that independent factors somewhat impact bound variables using regression analysis. The results are based on estimations from several linear regression analyses run with SPSS 26.

**Table 4. Multiple Regression Test Results**

Model		Unstandardized Coefficients		Standardized
		B	Std. Error	Coefficients Beta
1	(Constant)	0.216	0.834	
	Work motivation	0.345	0.061	0.322
	Work placement	0.210	0.063	0.192
	Career development	0.438	0.055	0.418

Based on table 4 above, it can be seen that the value of the constant is 0.216 and the coefficient value of each variable is 0.345 for work motivation 0.210 for work placement, and 0.438 for career development, so the regression model for this study is:  $Y = 0.216 + 0.345X_1 + 0.210X_2 + 0.438X_3$ .

### Uji Hypothesis

#### 1. Coefficient of Determination (R<sup>2</sup>)

The purpose of the determination coefficient is to assess the model's capability, namely the extent to which the free variable's change can explain the bound variable's variation. Since there is a lot of variation between each observation, Ghozali (2005) states that cross-data (cross-section) typically has a poor coefficient of determination.

**Table 5. Determination Test Results**

Model	R	R Square	Adjusted R
			Square
1	0.856	0.733	0.730

Table 5's R<sup>2</sup> value of 0.733, or 73%, indicates that the study's independent variables work motivation, work placement, and career development are able to explain 73% of the variation in employee performance. The remaining 27% is explained by variables or other factors not mentioned in this model. A determination coefficient value of 73% further indicates that the study's independent variables strongly impact the bound variables, in this case, employee performance.

#### 2. Simultaneous Test (F Test)

In order to examine the combined effect of the independent factors—work motivation, job placement, and career development—on the dependent variables, the simultaneous test (F test) was employed. At the same time, we check the regression model's F test for significance by checking for a sig value; if it's less than 0.05, we know that the independent variable has an effect on the dependent variable.

**Table 6. Results of Simultaneous Test (F Test)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2167.223	3	722.408	234.501	.000
	Residual	788.638	256	3.081		
	Total	2955.862	259			

Table 6 shows the results of the simultaneous test (F test), which show that the significant value is 0.00, which is smaller than the alpha value of 0.05. Therefore, H0 is rejected and H1 is accepted. This means that the independent variables, which include work motivation, work placement, and career development, can explain the diversity of the bound variables, which is employee performance. This suggests that these three variables have a significant effect on employee performance all at once.

### 3. Partial test (t test)

In this study, a t-test was used to determine the impact of work motivation, work placement, and career development on employee performance at the Boyolali Regency Environmental Office. The purpose of this test was to examine the influence of free variables on partially bound variables.

**Table 7. Partial Test Results (t-test)**

Model		t	Sig.
1	(Constant)	.259	.796
	Work motivation	5.626	.000
	Work placement	3.336	.001
	Career development	7.987	.000

The work motivation variable partially affects employee performance since the 5.626 calculation value is larger than the 1.971 value and the sig value of 0.000 is lower than alpha (0.05). Therefore, H0 is rejected and H1 is allowed. Because the sig value of 0.001 is less than the alpha 0.05 and the computed value of 3.336 for the work placement variable is larger than the value of 1.971, we may reject H0 and accept H2, suggesting that the work location variable does impact employee performance to a lesser extent than previously thought. H0 is rejected and H3 is acceptable because the calculation value for the career development variable (7.987) is more than the table value (1.971) and the sig value (0.000) is lower than alpha 0.05. This means that the career development variable partially affects employee performance.

## **Discussion**

### **The effect of work motivation on employee performance**

By comparing the *t* cal value of 5.626 to the *t* table value of 1.971 and the sig value of 0.000 to the significance level of 0.05, we may reject H<sub>0</sub> and accept H<sub>1</sub>, indicating that the work motivation variable does, in fact, have an influence on employee performance, although a partial one. The term "work motivation" refers to the inner and outer forces that influence an employee's zeal, initiative, and persistence while performing their job responsibilities. Employees are more inclined to go above and above when they feel highly motivated to do so. This is due to the fact that they are more invested in their job, goal-oriented, and willing to go the additional mile. Lack of motivation, on the other hand, might cause workers to be less productive, produce lower-quality work, and could even be more absent from work or even consider quitting altogether. Consequently, the secret to reaching peak organizational performance is making a workplace that can foster and sustain employee motivation to work. Research by Putra & Fernos (2023) and Yolinza & Marlius (2023) lend credence to this idea; their findings indicate that job motivation significantly impacts employee performance for the better.

### **The effect of work placement on employee performance**

Because the sig value of 0.001 is less than the alpha 0.05 and the computed value of 3.336 for the work placement variable is larger than the value of 1.971, we may reject H<sub>0</sub> and accept H<sub>2</sub>, suggesting that the work location variable does impact employee performance to a lesser extent than previously thought. The best way to get the most out of an employee is to put them in a role that is a good fit for their talents, interests, education, and experience. When employees are placed in positions that are a good fit for their skills and talents, they are able to fully use their potential. Not only does this make the job go more quickly and easily, but it also has the potential to make people feel like they have a stake in its success. Frustration, lack of enthusiasm, and reduced productivity might result from improper or "misplaced" placement, on the other hand. Both the quality and quantity of work produced may suffer if employees are not motivated to perform their best because the task at hand is either too simple or too challenging, or because it does not align with their career goals. A number of studies have shown that work placement improves employees' performance; for example, Putri (2022) and Manullang & Wardini (2021) found that internships significantly boost productivity.

### **The Influence of Career Development on Employee Performance**

H<sub>0</sub> is rejected and H<sub>3</sub> is acceptable because the calculation value for the career development variable (7.987) is more than the table value (1.971) and the sig value (0.000) is lower than alpha 0.05. This means that the career development variable partially affects employee performance. A sense of belonging and purpose in one's work life may be achieved when one's employer invests in one's professional growth via means such as training, education, job rotation, and promotions. When workers

believe their advancement is supported and encouraged, they are more likely to give their all on the job. Since they can see the direct correlation between their efforts to learn and innovate and their professional advancement, they will be more motivated to take the lead in these areas. When there isn't a well-defined plan for employees' professional growth, it might cause them to get uninspired and even consider leaving for greener pastures, both of which have a detrimental effect on productivity. Therefore, if you want to boost your organization's performance, one of the best things you can do is to put money into your employees' professional growth. This will pay dividends in the form of increased productivity, job satisfaction, and loyalty. Both the studies of Muna and Isnowati (2022) and Anandita et al. (2021) provide credence to the idea that career development positively and significantly impacts employee performance.

## **CONCLUSIONS AND SUGGESTIONS**

Workplace motivation, job placement, and career development all had a favorable and substantial impact on employee performance at the Boyolali Regency Environmental Agency, according to the research. Based on the findings, there are some suggestions that can be given for future academic contributions. Further research can deepen the analysis by identifying moderator or mediation variables that might strengthen or weaken the relationship, such as transformational leadership or organizational culture.

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