

# THE INFLUENCE OF PERFORMANCE ASSESSMENT AND EMPLOYEE CAREER DEVELOPMENT TOWARDS EMPLOYEE PERFORMANCE: A STUDY ON INDONESIAN TELECOMMUNICATION INDUSTRY (PT. INTI PERSERO)

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**ABSTRACT**---The performance level of employees of PT INTI has not reached the standard of professionalism. Many employees come to the office, fill absences, chat and go home without work, thus not achieving the goal of good public services. Found there are some employees who commit fraud with absent entrusted to his co-workers by providing email and password and then login to the website of the company that can only be opened with Internal WIFI network companies. Besides the high turnover rate would cause a negative impact to the organization, because it creates instability and uncertainty of the labor conditions and increased human resource costs. High turnover lead organization is not effective because companies lose employees who excel and experienced to need to retrain new employees. The purpose of this study was to determine how much influence the performance appraisal and career development of employees of the migration levels of employees in PT. Industri Telekomunikasi Indonesia (Persero) either simultaneously or partially. The method used is descriptive and verification. The sampling technique used by the author in this study is to use simple random sampling technique. Data processing is performed by multiple linear regression analysis, the correlation coefficient, determination coefficient, hypothesis testing. Based on the research results variable performance assessment significantly affect the variable the migration levels of employees, variable career developmentsignificantly affect the variable the migration levels of employees, Simultaneous hypothesis test results indicate that there is significant influence the influence of performance appraisal and career development of employeesto the migration levels of employees.

**Keywords**---Performance Assessment, Career Development, Employee Transfer Rate

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## I. PRELIMINARY

PT Industri Telekomunikasi Indonesia (Persero), Abbreviated CORE, is State-owned enterprises (SOEs) engaged in telecommunications for more than three decades role as a major supplier of construction of the national telephone network held by PT. Telkom Indonesia Tbk and PT.Indosat Tbk, PT INTI (Persero) was officially established on December 30, 1974, business fields CORE includes products radio sonde, radio High Frequency (HF), radio Very High Frequency (VHF),

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telephone and earth stations for Domestic Satellite Communication System ( SKSD) Palapa. Products earth station last five recorded history in the development of CORE to contribute to the achievement of the highest sales in this period, which amounted to 24.3 billion rupiah in 1981.

The phenomenon that often happens is that a good performance of a company can be destroyed with one employee attitudes that turnover intention (desire to move) (Indriana, 2012: 14). One form of such employee behavior is the intention out (turnover intentions) which may lead to the employee's decision to leave his job. Intention out (turnover intentions) could mean that the movement of labor out of the organization. Turnover can be a resignation, transfer out of organizational units, dismissal or death of members of the organization (Saudi, 2018).

Based on the author's observation that the employee's performance is still low, this is evidenced by the low number of performance appraisal and career development of employees should increase employee motivation. It can be seen from the data turnover as follows:

Table 1. Data *Turnover Employees PT. INTI (Persero)*

No.	Year	employees resign	Number of employees	percentage
1	2013	8	723 people	1.11%
2	2014	21	759 people	2.77%
3	2015	42	641 people	6.55%
4	2016	51	590 people	8.64%
4	2017	82	508 people	16.14%

Source: HRD PT. INTI (Persero)

From the above data shows that the value of the turnover rate of employees of PT. INTI (Persero) to fluctuate, they have increased. In 2013 only 8 employees who resign, but by 2016 the number of employees resigned reached 51 people (an increase from 1.11% to 7.85%). Even in the year 2017 reached the level of the employee who resigned 82 people or 16.14% increased by 7.5% from the previous year. From the results of the pre-survey to some former employees at PT. INTI reason they resign due to bids from other companies more attractive and based on feedback obtained by the employee.

The decline in employee productivity adversely impact the development of PT. INTI Bandung Regional Office. This could be seen in Table 1.2:

Table 1: Average - average achievement labor performance PT. Regional CORE Office Bandung Years 2013 to 2017

The average achievement of the performance of labor

	2013	2014	2015	2016	2017
Achievement	97.08%	94.73%	86.48%	72.69%	68.93%

Source: Processed Data

Table 1.2 above, shows that the average - average achievement labor performance PT. INTI Bandung Regional Office has decreased every year. It shows the employee's performance is not optimal. In 2013 the achievement of the performance of labor PT. INTI reached 97.08%, this is very good for the company. While 2014 has decreased by 3%. In 2015 labor performance suffered a substantial drop that becomes 86.48%. Not only that, the decline continued until 2016 were large enough that 14% of 2015. However, the year 2017 has decreased not too big that is 3.76% from the previous year. This proves that since the year 2013 to 2017 PT. CORE has decreased significantly in the field of energy performance kerja. Berdasarkan achievement of pre-survey results to some employees of this decline occurred in the absence of an award or reward provided by the company to employees who excel with a no.

Aside from performance assessment received by the employee, the role of talent management conducted by PT. CORE also can affect employee performance. Talent management is a series of processes by the company to identify, develop, maintain, and putting the right people in the right place. In addition to talent, education and science has a crucial in preparing qualified human resources and competitive.

Based on the results of the pre-survey in the HR division of PT INTI (Persero), that the talent management program conducted by PT. INTI (Persero) only runs when hiring. While in the case of employee talent management maintenance has not run optimally, so talent-talent who owned the company moved or towed by another company, without transferring skill dan knowledge they have. Whereas this program should support the turnaround skills and knowledge among employees and also to foster communication between employees and the company. In addition to fostering relationships this program also aims to ensure the rights and obligations of employees provided by the company such as employee comfort, staff gatherings, family gathering and others.

With the condition of PT. INTI (Persero) which, as mentioned above, is the level of worker turnover (turnover intention) which happens to be very high, but if it is addressed wisely by management certainly adequacy rate of employees may affect the operational performance of the company, especially if it turns out kinerjapegawai the inside there human resource quality and competence required by the company.

### Identification of problems

Based on the background research that has been in the mentioned above, the focus of the problem in this study are described as follows:

1. The low performance of employees can be seen from the discipline of employees in filling the attendance list.
2. Employee performance appraisal system less transparent.
3. There is still a lack of adjustment of employees to developments.
4. Maximal employee development activities.

5. Employees feel less given the opportunity to move forward and have a better position because there is no clear system.
6. Organizational justice is not yet complete so that the career development has not run according to procedure.
7. Another alternative their job better than previous work.
8. The lack of support and motivation from superiors.

### **Formulation of the problem**

The formulation of the problems in this research are as follows:

1. How much influence the performance appraisal of the migration levels of employees at PT. Industri Telekomunikasi Indonesia (Persero)?
2. How much influence the career development of employees to the level of displacement karyawan di PT. Industri Telekomunikasi Indonesia (Persero)?
3. How big is the influence of performance appraisal and career development of employees of the migration levels of employees in PT. Industri Telekomunikasi Indonesia (Persero)?

### **Theoretical basis**

#### **Understanding Performance Assessment (Performance Appraisal)**

According to Kashmir (2016: 184) states that:

"The performance evaluation is a system of periodically conducted to review and evaluate the performance of the individual."

While Levinson cited by Marwansyah (2016: 229):

"The performance evaluation is a systematic description of the strengths or the strengths and weaknesses relating to the execution of a person or a group".

Furthermore, according to Mathis and Jackson was quoted by Zainal et al (2015: 406) that:

"Performance Assessment (performance appraisal) is the process of evaluating how well employees perform their jobs when compared to a standard set, and then communicate this information to employees".

Thus the performance appraisal is a formal system to check or assess and evaluate the performance of the employee's career development planning and communicating the results of the process to employees in an organization or company that is effective and efficient.

#### **Benefits of Performance Assessment**

For the company's performance appraisal has a variety of benefits including an evaluation of the individual in the organization, the development of every individual, maintenance and documentation system (Belarmino: 2013.62-63).

1. Evaluation between individuals within the organization
2. The development of every individual dalam organisasi
3. Pemeliharaan sistem

#### 4.Documentation

##### **Employee Career Development**

Career development has been defined by some experts, such as:

According Hasibuan (2016: 68) states that:

"The development (development) is the second operational functions of personnel management. Employee development (new or old) need to be done in a planned and sustainable. So that development can be implemented, must first be assigned an employee development program. "

Meanwhile, according Hasibuan (2016: 68) states that:

"Career development can be said to be a condition that indicates improvements in the organization of one's status in the defined career path within the organization."

So it can be concluded that career development is a process of preparation of individuals to develop the potential of employees to higher positions in order to create a career plan in the future.

##### **Employee Career Development Goals**

The purpose of career development by Rival in Kadarisman (2012: 337) argues as follows:

"The purpose of the entire career development program is to match the needs and goals of employees with career opportunities available in the organization today and in the future. Therefore, the business establishment of a career development system designed well will be able to help employees determine their own career needs, and match the needs of employees with organizational goals. Commitments in career development program could delay the obsolescence of human resources organization burdensome. "

Career development such as training, education and promotion is expected by every employee, because with this development will have rights better than what previously obtained, both material and non-material. Employee career development is also beneficial for the company, the consumer society and the employees themselves.

##### **Employee Transfer Level (Turnover Intention)**

Employee Transfer Level (Turnover Intention) is the final action to be taken by the individual to come out of the organization due to factors that encourage the individual wishes to leave the organization.

According to Yucel (2012: 2) Transfer Level Employees (Turnover Intention) states that:

"Turnover Intention is defined as a mediating factor between the attitudes that affect the intention to come out and really out of the company".

Meanwhile, according to Robbins and Judge (2015: 37) Employee Transfer Level (Turnover Intention) states that:

"Turnover Intention is the tendency or the degree to which an employee has the possibility to leave the company either voluntarily or involuntarily due to less interesting current work and the availability of other employment alternatives".

##### **Factors Employee Transfer Level (Turnover Intention)**

Factors that cause *turnover* employees are in labor market conditions, expectations of choice of employment and length of employment with the company. In addition it causes Turnover Intention to employees due to their desire to get a better job elsewhere.

**Abelson (1986, in Ridlo, 2012)** mentions factors that cause Turnover Intention among others:

- 1) Individual factors.
- 2) organizational factors.
- 3) Environmental factors.

### **Dimensions of Employee Transfer Level (Turnover Intention)**

**Mobley et al (Khikmawati, 2015: 17)** mengungkapkan sometimes employees are thinking of moving work to where they feel more baik daripada workplace now. The indicators used are:

1. Memikiran to Exit
2. Alternative Search Works
3. Intention To Quit

### **Types of Employee Transfer Level (Turnover Intention)**

According Harnoto in Dharma (2013) Turnover Intention is characterized by a variety of matters relating to employee behavior, including:

1. Increased Attendance
2. Lazy Start Working
3. Increased labor Rules of Conduct Against Abuse
4. Increasing Protests Tops
5. Highly Positive Behavior Different from Usually

### **Impact of Employee Transfer Level (Turnover Intention)**

**Mathis and Jackson (2013: 138)** argues greater the turnover rate that occurred in the company, the greater the impact of losses to be borne by the company. The losses include costs such as:

1. Recruitment costs
2. Training costs
3. Productivity costs
4. Termination fee

### **Dimensions of Employee Transfer Level (Turnover Intention)**

Dimensions of Turnover Intention according Staffelbach (2008: 35) is divided into three scales of measurement, namely:

1. Psychological factors
2. Economic factors

### 3. Demographic factors

Based on the model Mobley et al. in Martin (2014: 7) Turnover Intention preceded by a process where the decision to be considered before out of the organization, as follows:

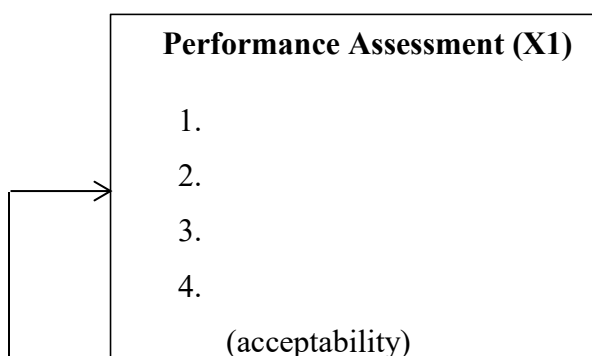
1. *Intention to quit* (Intention to exit) which reflect the individual intends to exit is seen from a person's behavior during the work, usually starting with the behavior of high absenteeism and absenteeism before someone take a stand to get out of the organization.
2. *job search* (Job search) that reflect the individual wishes to seek other employment.
3. *Thinking of quit*(Well thought out) that reflect the individual to think before taking a stand out, he will be thinking in the context of the decision, quit his job or remain in the work environment. This is because given at risk of loss or gain as a result.

### Framework

The framework in this study, there are two independent variables (employment assessment and employee career development) that affect the dependent variable (rate of displacement of employees).Employee satisfaction has a particular significance for the company. Employees who are satisfied will certainly survive in the company and is able to work effectively and productively. Often the job dissatisfaction as an important reason that causes the individual to leave his job. Job satisfaction is a positive attitude and pleasant emotional feelings towards one's job and the environment.

Assessment of performance (performance appraisal) is very important to improve the quality of employees in the company. A review of the employees is very important in the career development of employees. The clearer implementation of career development within an agency will improve employee performance for employees to feel satisfied, increasing morale, loyalty, and employee creativity. To support the success of that goal, the company is required to have a human resource that has good performance and achieve good performance, so it needed a good training and motivation.

The level of worker turnover (Turnover Intention) is inseparable from the performance appraisal and career development of employees, for career development karyawang is one of the factors that influence high-low level of Turnover Intention of a company and performance assessment is good and right will make employees feel valued and more productive at work, on the contrary if the employee appraisal does not give a sense appreciated by employees will potentially increase Turnover Intention.



## II. Research hypothesis

Based on the above framework, it can be formulated research hypotheses to be tested truth is as follows:

1. There is the influence of performance appraisal of the migration levels of employees at PT. Industri Telekomunikasi Indonesia (Persero) partially
2. There is the influence of the development of employees to the migration levels of employees at PT. Industri Telekomunikasi Indonesia (Persero) partially.
3. There is the influence of performance appraisal and development of employees to the migration levels of employees in PT. Industri Telekomunikasi Indonesia (Persero) simultaneously.

## III. Research methods

The method used is descriptive and verification. The population in this study were employees of PT. INTI (Persero) as much as 508 employees. When large populations and researchers may learn all there is in the population can use a sample drawn from that population sample was done because researchers have limitations to reach the entire population One way to determine the amount of sample that meets the count it was formulated by Slovin as follows.

$$n = \frac{508}{1 + (0,05)^2 508}$$

$$n = 223,7885463 \approx 224 \text{ employee}$$



From the above calculation shows that a sample of employees that were studied were as many as 224 employees of PT. INTI (Persero). The sampling technique that is taken is probability sampling. **Research Data Collection Techniques** form of primary data and secondary data to be used as research material. Literature (library Research), in the form of theories contained in the literature and handwritten notes relating to the subject matter that is the subject of further research, field study (Field Research) by conducting site visits for enterprises which serve as the object of research, by interviewing the mother Syahna of HR division of PT INTI (Persero). The use of questionnaires (questionnaire), that the data collected by using a questionnaire (questionnaire) or checklists to objek yang inspected or to intermediaries who know the problems of objek yang being studied. The questionnaire was distributed to employees of PT. INTI (Persero).

There are two research variables used in this study, namely: In this study which is intended independent variable is the performance appraisal (X1) and the career development of employees (X2). As well as the dependent variable in question is the rate of worker turnover (turnover intention) (Y).

#### IV. Results Penelitian

##### Validity Test Data

Test the validity of the grains questionnaire studies were conducted with Pearson Product Moment correlation test. Furthermore, in their interpretation of the correlation coefficient, an item that has a positive correlation with the criterion (total score) as well as a high correlation, indicating that the item has a high validity anyway. So, if  $r_{count} > r_{table}$  then in the instrument is declared invalid.  $r_{table}$  for  $n = 220$  with a significance level of 0.05 is 0.138.

##### Performance appraisal and career development of employees

Variable X is the independent variable is the performance assessment and career development of employees. Based on the validity of the tests conducted on the variable X statements, all items in the statement declared invalid. The correlation coefficient value of each item questionnaire variable X to its total score has been calculated with SPSS 20.0 is shown in Table 3 below:

Table 3: Validity Test Variables X1  
(Performance assessment)

item	rhitung	rtable	Decision
1	0503	0138	invalid
2	0461	0138	invalid
3	0726	0138	invalid
4	0746	0138	invalid
5	0710	0138	invalid
6	0732	0138	invalid
7	0733	0138	invalid
8	0653	0138	invalid

9	0762	0138	invalid
10	0766	0138	invalid
11	0723	0138	invalid
12	0675	0138	invalid
13	0717	0138	invalid

Source: processed questionnaires

Results of testing the validity of item questionnaire showed that all items in the statement of the performance assessment of each variable (X1) has a correlation value above 0138 as the limit value of an item questionnaire studies say can be used (acceptable).

Table 4: Validity Variable X2  
 (Career development of employees)

item	rhitung	rtabel	Decision
1	0692	0138	invalid
2	0720	0138	invalid
3	0651	0138	invalid
4	0781	0138	invalid
5	0698	0138	invalid
6	0766	0138	invalid

Source: processed questionnaires

Results of testing the validity of item questionnaire showed that all items in the statement of the employee's career development of each variable (X2) has a correlation value above 0138 as the limit value of an item questionnaire studies say can be used (acceptable).

### The level of worker turnover

Y is the dependent variable is the rate of worker turnover. Based on the validity of the tests conducted on statements variable Y, the correlation of the items is above  $r_{tabel} = 0138$ . Then be concluded that all items can be used in the questionnaire statement, because all the items are in a valid state.

Table 5: Validity variable Y  
 (The level of worker turnover)

item	rhitung	rtabel	Decision
1	0735	0138	invalid

2	0651	0138	invalid
3	0622	0138	invalid
4	0749	0138	invalid
5	0572	0138	invalid
6	0679	0138	invalid
7	0534	0138	invalid
8	0725	0138	invalid

Source: processed questionnaires

Results of testing the validity of item questionnaire showed that all items in the statement every worker turnover rate variable (Y) has a correlation value above 0138 as the limit value of an item questionnaire studies say can be used (acceptable).

#### Test Reliability Data

A set of questions to measure a variable is said to be reliable and successfully measure the variables that we measure if the coefficient reliabelnya greater than or equal to 0.6 ( $> 0.60$ )

The results of reliability testing performed using SPSS 20.0 with the number of respondents was 220 persons is as follows:

Table 6: Test Reliability Variable X1

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.928	.931	13

For variable performance assessment (X1) obtained Cronbach's Alpha of 0928, the questionnaire for this variable is declared reliable because of  $> 0.60$ .

Table 7: Test Reliability Variable X2

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.890	.896	6

For employee career development variables (X2) obtained Cronbach's Alpha of 0890, the questionnaire for this variable is declared reliable because of  $> 0.60$ .

Table 8: Test Reliability Variable Y

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.880	.888	8

For variable rate of displacement of employees (Y) obtained Cronbach's Alpha of 0880, the questionnaire for this variable is declared reliable because  $> 0.60$

Based on the results of a reliability test conducted on all items in this study showed all items of research can be said to be reliable (reliability coefficient value is greater than 0.60).

**Classic assumption test**

Normality test

Normality test is done by observing and testing the Kolmogorov - Smirnov, with the testing criteria:

1. Figures significance (Sig)  $> 0.05$ , normally distributed data
2. Figures significance (Sig)  $< 0.05$  then the data were not normally distributed

Based on the results of data processing using *software* SPSS 20.0. The results can be obtained in the following table:

Table 9: Normality Test Data

**One-Sample Kolmogorov-Smirnov Test**

		Rating Achievement	Career development	shift
N		220	220	220
Normal Parameters <sup>a</sup> , b	mean	51.2727	23.5227	31.3000
	Std. deviation	5.22972	2.17592	3.06415
Most Extreme Differences	Absolute	.208	.360	.181
	positive	.172	.327	.176
	negative	-.208	-.360	-.181
Kolmogorov-Smirnov Z		3091	5,333	2,689

Asymp. Sig. (2-tailed)	.617	.803	.898
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a. Test distribution is Normal.

b. Calculated from data.

Source: Data Processing SPSS 20.0

From Table 9 showed that the level of significance on the research variables are normally distributed, it can be seen from the level of significance on variable ranges above  $\alpha = 0.05$ . It showed in the study sample is normally distributed at the level of 5% error rate,

**Multicollinearity**

As for how to detect if a high multikolinieritas, by looking at the value of the variance inflation tolerance fantor (VIF). If the value of tolerance value > 0.1 or VIF for independent variables <10, then there is no multikolinieritas as in Table 4.13 below:

Table 10: multikolinieritas

**Coefficientsa**

Model		collinearity Statistics	
		tolerance	VIF
1	(Constant)		
	Rating Achievement	.829	1,207
	Career development	.829	1,207

a. Dependent Variable: The level of worker turnover

From the results of the calculations in the table above, can result *tolerance value* above 0.1 and Value Inflation Factor (VIF) under 10, so it can be concluded that there is no multicollinearity among the independent variables.

**Test Heteroskidastity**

Heteroskedasitas test results in this study, using the scatterplot models, namely through the scatter diagram between the predicted value (ZPRED) and sudentized residual (SRESID), as in the following picture:

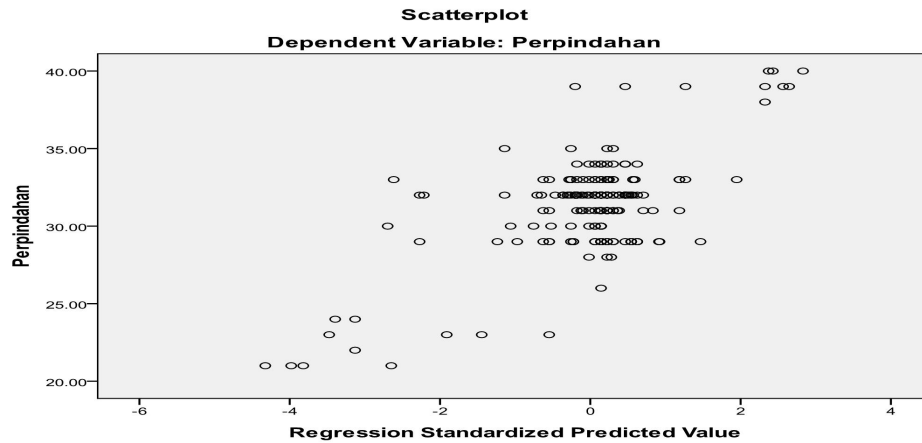


Figure 2: test Heteroskedasitas

Based on a scatter diagram above, we can see that the spread of residuals is not homogenous. With such results proved that the symptoms of the regression equation homokedastis or meet the assumption of non-heteroskedasitas.

**Influence Rating Against transfer rate employee performance PT. Industri Telekomunikasi Indonesia (Persero) Bandung**

To determine whether there is influence between Against the performance assessment worker turnover rate, then we must know the coefficient of determination and hypothesis testing.

**coefficient of Determination**

The amount of the contribution of performance assessment (X1), to the employee transfer rate (variable Y) as shown by the coefficient of determination (is the result of squaring the correlation coefficient multiplied by 100%)

Table 11: Determination Coefficient Analysis Performance Assessment Terhadap Tingkat worker turnover

**Model Summaryb**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.487a	.237	.234	2.68192

- a. Predictors: (Constant), PenilaianPrestasi
- b. Dependent Variable: Displacement

from table 11 above is known that the coefficient of determination is equal to 0.237 or 23.7%, meaning that the variable Performance Assessment (X1) has an effect on worker turnover rate (variable Y) of 23.7% and the remaining 76.3% influenced by other factors.

**Partial Hypothesis Testing (t test)**

In order to determine whether there is influence between the variables Assessment of performance (X1) of the employee transfer rate (variable Y) partially, then do hypothesis testing based on the value of t test.

Table 12: Hypothesis Test Results Performance assessment  
**of the employee transfer rate**  
**Coefficientsa**

Model		t	Sig.
1	(Constant)	9329	.000
	PenilaianPrestasi	8239	.000

a. Dependent Variable: The level of worker turnover

From Table 12 above, it can be concluded that the value of t (8.239) > t table (1.980) means that Ho is rejected. Thus the performance assessment variable (X1) significantly influence employee variable transfer rate (variable Y). Ho rejection region can be seen in the following picture:

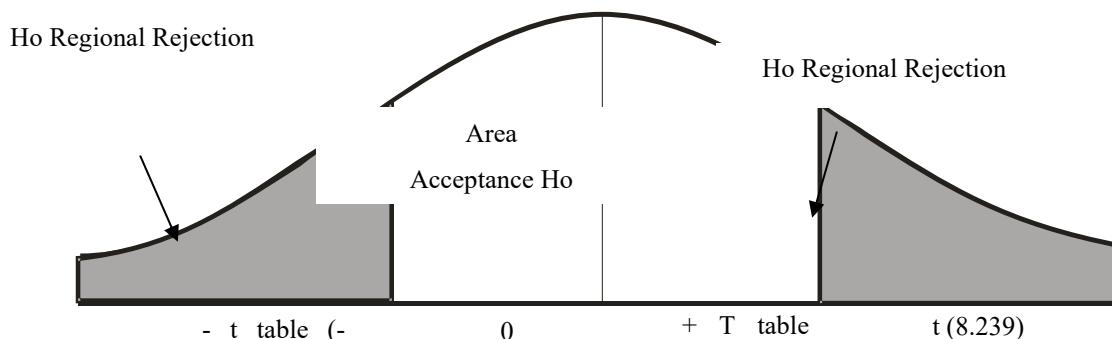


Figure 3: Criteria Test Against t Variable X1 Y

**Effect of employee career development of employees against transfer rate PT. Industri Telekomunikasi Indonesia (Persero) Bandung**

To determine whether there is influence between Career Development Against employee worker turnover rate, then we must know the coefficient of determination and hypothesis testing.

**coefficient of Determination**

The contribution of the employee's career development variables (X2) to the employee transfer rate (variable Y) as shown by the coefficient of determination (is the result of squaring the correlation coefficient multiplied by 100%) or R Square.

Table 14: Determination Coefficient Analysis of employee career development  
**Against the transfer rate of employees**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.617 <sup>a</sup>	.380	.377	2.41758

a. Predictors: (Constant), Pengembangan Karir

b. Dependent Variable: The level of worker turnover

from table 14 above is known that the coefficient of determination is equal to 0.380 or 38%, meaning the employee's career development variables (X2) have an influence on worker turnover rate (variable Y) by 38% and the remaining 62% are influenced by other factors.

**Partial Hypothesis Testing (t test)**

In order to determine whether there is influence of variables Career Development employees (X2) to the employee transfer rate (variable Y) partially, then testing the hypothesis based on the t test.

Table 15: Hypothesis Test Results Variable employee career development  
**Against the transfer rate of employees**

**Coefficients<sup>a</sup>**

Model	t	Sig.
1 (Constant)	6,130	.000
Career development	11,567	.000

a. Dependent Variable: The level of worker turnover



From table 15 above, it can be concluded that the value of  $t (11.567) > t \text{ table } (1.980)$  means that  $H_0$  is rejected. Thus the employee's career development variables ( $X_2$ ) significantly influence employee variable transfer rate (variable  $Y$ ).  $H_0$  rejection region can be seen in the following picture:

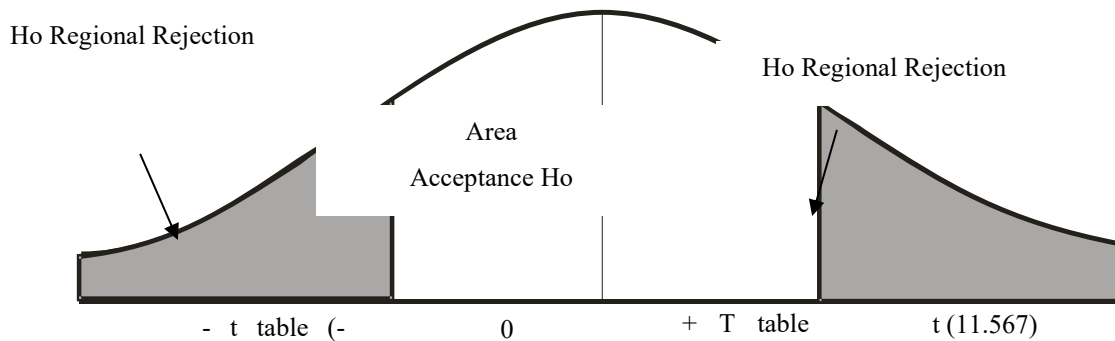


Figure 4: Criteria Test Against t Variable  $X_2$  Y

**Influence Performance assessment and career development of employees against transfer rate of employeesPT. Industri Telekomunikasi Indonesia (Persero) Bandung Simultaneously Multiple Regression Analysis (Multiple Linear Regression)**

To be able to know multiple linear regression Influence Performance assessment and career development of employees against worker turnover rate, can be seen in Table 16 as follows:

Table 16: Multiple Regression Effect Assessment of performance and career development of employees against transfer rate of employees

Coefficients <sup>a</sup>				
Model		Coefficients unstandardized		standardized
		B	Std. Error	beta
1	(Constant)	6,300	1,911	
	PenilaianPrestasi	.164	.033	.280
	Career development	-.705	.078	-.501

a. Dependent Variable: The level of worker turnover

From the table above, the following regression equation:

$$Y = 6,300 + 0,164X_1 - 0,705X_2 + \epsilon$$

Explanation of the equation:

- a. The constant of 6.300 states that if the Performance Assessment and Employee career development = 0 (equal to zero) and there is no change, then the transfer rate of employees is 6,300.

- b. Performance Assessment (Variable X1) has a positive value of 0.164. This means that an increase in Performance Assessment (Variable X1) of one unit will increase the transfer rate of 0.164 employees.
- c. Employee career development (Variable X2) has a negative value of 0.705. This means that an increase in employee career development variables (variables X2) by 1 unit will reduce worker turnover rate of 0.705.

**Correlation coefficient**

For determine the correlation (correlation) between the assessment of performance (X1) and the career development of employees (X2) with a transfer rate of employees (variable Y) can be seen in the following table:

Table 17: coefficient of Determination

**Model Summaryb**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.667a	.445	.440	2.29267	1,952

- a. Predictors: (Constant), PengembanganKarir, PenilaianPrestasi
- b. Dependent Variable: The level of worker turnover

According to the table 17 above the result of calculating the correlation coefficient (R) is amounting to 0.667. Scores fall between the values of 0.60 to 0.799 means assessment of performance (X1) and the career development of employees (X2) has a strong relationship with the closeness of worker turnover rate (variable Y).

**coefficient of Determination**

From table 17 above is known that the coefficient of determination is equal to 0.445 or 44.5%, meaning that the variable performance assessment (X1), and the career development of employees (X2) have an influence on worker turnover rate (variable Y) of 44.5% and the rest of 55.5% influenced by other factors.

**Simultaneous Hypothesis Testing (Test F)**

To be able to know the effect of the performance assessment and career development of employees against transfer rate employees Simultaneous (F test) it is necessary to test the hypothesis in which results can be obtained in the following table:

Table 18: Hypothesis Testing (Test F)

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	mean Square	F	Sig.
1	Regression	915.574	2	457.787	87.092	.000 <sup>a</sup>
	residual	1140.626	217	5.256		
	Total	2056.200	219			

a. Predictors: (Constant), Pengembangan Karir, Penilaian Prestasi

b. Dependent Variable: Displacement

**Formulate a null hypothesis**

H<sub>0</sub>:  $\rho = 0$  meaning that there is no effect of the simultaneous assessment of performance (Variable X1) and employee career development work (Variable X2) to the migration levels of employees (variable Y).

H<sub>1</sub>:  $\rho \neq 0$  meaning that there is the effect of the simultaneous assessment of performance (Variable X1) and employee career development work (Variable X2) to the migration levels of employees (variable Y).

**Determining the Level of Significance**

The significance level was taken to study the level of 5% with free df = 220 - (2 + 1) = 217

**Determining F count**

From the table above it can be seen that the value of F (87.092) > F table (3.033) then H<sub>0</sub> is rejected and H<sub>a</sub> accepted which means terdapat significant influence together (simultaneously) on Performance Assessment (Variable X1) and the career development of employees (variable X2) to the employee transfer rate (variable Y).

From the table above it can be seen that these results can be described as follows:

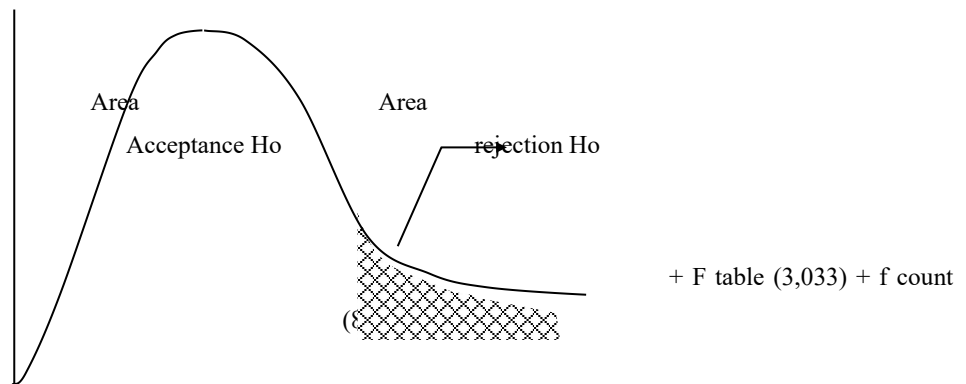


Figure 4.4: Regional Acceptance and Rejection of H<sub>0</sub> (Test F)

## V. Discussion

### **Influence Of Performance assessment At the employee transfer rate PT. Industri Telekomunikasi Indonesia (Persero) Bandung**

The calculation results the determination coefficient is equal to 0.237 or 23.7%, meaning that the variable Performance Assessment (X1) has an effect on worker turnover rate (variable Y) of 23.7% and the remaining 76.3% influenced by other factors. Hypothesis test results showed that the value of  $t(8.239) > t \text{ table}(1.980)$  means that  $H_0$  is rejected. Thus the performance assessment variable (X1) significantly influence employee variable transfer rate (variable Y).

### **Against influence employee career development worker turnover rate At PT. Industri Telekomunikasi Indonesia (Persero) Bandung**

The calculation results the determination coefficient is equal to 0.380 or 38%, meaning the employee's career development variables (X2) have an influence on worker turnover rate (variable Y) by 38% and the remaining 62% are influenced by other factors. The test results  $t_{count}(11.567) > t \text{ table}(1.980)$  means that  $H_0$  is rejected. Thus the employee's career development variables (X2) significantly influence employee variable transfer rate (variable Y).

### **Influence Performance assessment and career development of employees against worker turnover rate At PT. Industri Telekomunikasi Indonesia (Persero) Bandung**

The regression equation  $Y = 6,300 + 0,164X_1 + 0,705X_2 + \acute{e}$ , meaning constant of 6.300 states that if the Performance Assessment and Employee career development = 0 (equal to zero) and there is no change, then the transfer rate of employees is 6,300. Performance Assessment (Variable X1) has a positive value of 0.164. This means that an increase in Performance Assessment (Variable X1) of one unit will increase the transfer rate of 0.164 employees. Employee career development (Variable X2) has a positive value of 0.705. This means that an increase in employee career development variables (variables X2) is one unit will increase the transfer rate of 0.705 employees. the result of calculating the correlation coefficient (R) is equal to 0.667. Scores fall between the values of 0.60 to 0.799 means assessment of performance (X1) and the career development of employees (X2) has a strong relationship with the closeness of worker turnover rate (variable Y).

The calculation results the determination coefficient is equal to 0.445 or 44.5%, meaning that the variable performance assessment (X1), and the career development of employees (X2) have an influence on worker turnover rate (variable Y) of 44.5% and the remaining 55.5% influenced by other factors. For example: the style of leadership, compensation, incentive, motivation and others. The results of simultaneous hypothesis test showed that the value of  $F(87.092) > F \text{ table}(3.033)$  then  $H_0$  is rejected and  $H_a$  accepted which means a significant difference together (simultaneously) on Performance Assessment (Variable X1) and the career development of employees (variable X2) of the employee transfer rate (variable Y).

## VI. Conclusion

1. The result of the calculation of the coefficient of determination and t hypothesis test showed that the variables performance assessment significantly affect the variable the migration levels of employees,
2. Based on determination coefficient and t test the hypothesis that the variable career development significantly affect the variable the migration levels of employees,
3. Simultaneous hypothesis test results indicate that there is significant influence the influence of performance appraisal and career development of employees to the migration levels of employees,

## VII. Suggestion

PT. INTI (Persero) must not only assess the performance assessment of the quality and quantity of employees in doing the job, but also must cover all aspects of the personality of these employees so that the company can produce quality resources.

1. Employees PT.INTI (Persero) should monitor the results of the implementation of the career development of employees so that every employee, get a chance to improve a better performance, the company should provide clear information and equitably to all employees, so that the implementation of training and education can be followed by every employee , This can be done by providing information other than through the website, email, whatsapp, line, twitter, facebook also be given a notice or notices kesetiap employee's notice board.

2. PT.INTI (Persero) should continue berupaya increase job satisfaction as improve working conditions, provide rewards to employees who excel with clear and transparent, and to provide quality and convenient working facilities, as positive feedback from companies to employees.

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