



# The Influence of Leadership, Work Placement, and Work Motivation on Career Development (Case Study at PT Rekayasa Industri)

Dzulfikar Prasetya<sup>1</sup>, Parwoto<sup>2</sup>, and M. Ali Iqbal<sup>3</sup>

<sup>1,2,3</sup>Universitas Mercu Buana

<sup>1,2,3</sup>Jl. Meruya Selatan No.1, Meruya, Kembangan, The City of West Jakarta, Indonesia

Email: <sup>1</sup>[dzulfikarprasetya@gmail.com](mailto:dzulfikarprasetya@gmail.com), <sup>2</sup>[parwoto.parwoto@mercubuana.ac.id](mailto:parwoto.parwoto@mercubuana.ac.id), and

<sup>3</sup>[ali.iqbal@mercubuana.ac.id](mailto:ali.iqbal@mercubuana.ac.id)

**Abstract**— This research examines the relationship between Leadership, Job Placement, Work Motivation and Career Development. A total of 67 workers from PT Rekayasa Industri in DKI Jakarta comprised the population for this research. This research employs a quantitative technique of data analysis based on the Structural Equation Model-Partial Least Square (SEM-PLS) with the assistance of statistical data processing software, especially SmartPLS 3.2.9. The primary and secondary data sources constitute the study's data source. Leadership had a favorable and substantial influence on employee career growth and work motivation, while work motivation had a positive and significant effect on career development. However, it is well recognized that job placement negatively impacts work motivation and career advancement. It is known that job placement does not mediate the impact of career development on work motivation when assessing the indirect effect. However, leadership mediates the impact of career development on work motivation. This study's conclusion is that leadership, job placement, and work motivation influenced career growth simultaneously.

**Keywords**— Leadership, Job Placement, Work Motivation, Career Development.

## INTRODUCTION

PT Rekayasa Industri is a state-owned EPC (Engineering, Procurement, Construction) company that has completed many national strategic projects. The following is the career development data of PT Rekayasa Industri employees in the Corporate Secretary & Legal department for the last 4 years from a total of 67 employees. Based on data related to career development at the corporate secretary & legal department at PT Rekayasa Industri in the last 4 years, there has been no significant increase. It can be seen from 2016-2020 with the number of employees stagnant at 67 and career development in the unit in 2016 (12), 2017 (10), 2018 (6), 2019 (5), and 2020 (3). To prevent the absence of career development at PT Rekayasa Industri, it is necessary to know what factors are causing the absence of career development at PT Rekayasa Industri. Nurul Iman (2011) revealed that the factors that influence career development are organizational commitment, compensation, leadership style, job satisfaction, job placement, job stress, and work motivation.

## **THEORETICAL REVIEW**

### ***Leadership***

The techniques proposed by Tampubolon (2018) are the outcome of a mix of the ideologies, skills, attributes, and attitudes taken by leaders who want to affect the performance of their subordinates. Leadership is the capacity to guide, influence, motivate, and manage other people and their associates (in this instance, the organization), their knowledge and specificity, willingly to accomplish objectives. Robins asserts that there are four leadership styles, including charismatic, transactional, transformational, and visionary leadership, as translated by Molan (2006).

### ***Job placement***

Ardhana (2012) defines job placement as a process of assigning tasks and jobs to employees who have passed the selection. Work placement is a medium for determining employee tasks based on employee skills and has gone through the selection stages in the scope set by the company so that employees can take responsibility for the tasks delegated by the company (Sastrohadiwiryono, 2002). Job placement is also a process for filling positions or reassigning employees/employees to new tasks or positions/different positions (Sunyoto, 2012).

### ***Work motivation***

According to Farida (2016), Motivation is what initiates, propagates, and maintains human activity. I hope you are committed to working tirelessly to obtain the most significant outcomes. The origin of motivation is the Latin word *move*, which signifies encouragement or pushing power. Motivation is the driving force for members of an organization to mobilize their talents in the form of knowledge, skills, energy, and time to carry out different tasks. Realize the organization's aims and objectives given the resources available (Siagian, 2007). 2003). Another opinion from David Mack. Cleland Hasibuan (2016) states that human productivity can be determined by the mental virus in it. A mental virus is a psychological condition that allows a person to achieve his best performance. The mental virus in question is the need for achievement, the need for attribution, and the need for strength. Simply put, work motivation creates enthusiasm and encouragement to work (Anoraga, 2005).

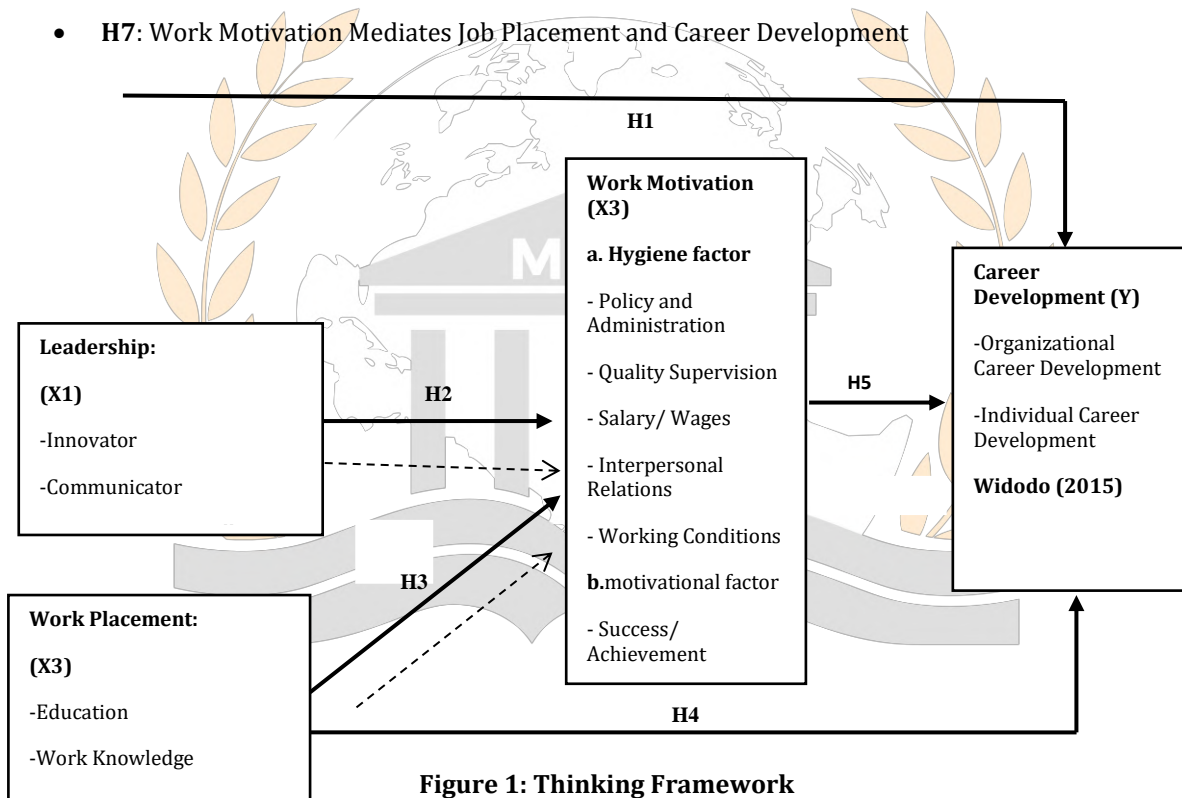
### ***Career development***

According to Marwansyah (2010), People engage in professional development as a kind of self-improvement to accomplish their job goals. In contrast to Rivai (2003), cited in Widodo (2015), career development is acquiring the necessary job skills to pursue the chosen vocation. Career development consists of career management and planning. According to Samsudin (2006), career development is a situation that indicates an improvement in a person's standing inside an organization along the professional path determined by the organization/business. Researchers used causal and quantitative studies to test hypotheses about the impact of leadership, job placement, and work motivation on career development.

The quantitative approach is a research technique grounded on positivism. This technique is used to examine a specific population or sample. Quantitative and statistical data analysis is used to evaluate the stated hypothesis (Sugiyono, 2016). Researchers used interviews and questionnaires to acquire data via the use of questions.

Considering the above description, the following hypothesis is formulated:

- **H1:** Leadership has a positive effect on Career Development
- **H2:** Leadership has a positive effect on work motivation
- **H3:** Work Placement has a positive effect on Work Motivation
- **H4:** Job Placement has a positive effect on Career Development
- **H5:** Work Motivation has a positive effect on Career Development
- **H6:** Work Motivation Mediates Leadership and Career Development
- **H7:** Work Motivation Mediates Job Placement and Career Development



**Figure 1: Thinking Framework**  
(Source: Author's Results, 2021)

## RESEARCH METHODS

This study falls under the category of quantitative research. The subjects of this study are corporate secretaries and legal department workers of PT Rekayasa Industri. Because the population or subject of this research is smaller than 100, the sampling technique used is a saturated sample. Sampling is a method that employs all population members as responders or samples (Sugiyono, 2016). This suggests that the sample for this research consisted of 67 individuals. This research used a non-probability sample type for sampling. Utilizing social media to distribute online surveys is the way of data collecting. The study data



were analyzed using the partial least squares (PLS) technique using the SmartPLS tool, version 3.2.9. External model testing is one of the testing phases (convergence validity test, discriminant validity test, F test, and reliability test). Internal model test (test of determination coefficient, fitness index) and hypothesis/significance test.

### **Data processing results**

Research Questionnaires were distributed to Respondents who are employees at PT Rekaya Industri in working unit's corporate communications department, secretariat department, community development & CSR, and legal GCG & contract management. Respondents in this study were 67 people. In detail, the number of employees in the company will be described as Rekeyasa Industri based on the work unit that became the respondent in this study.

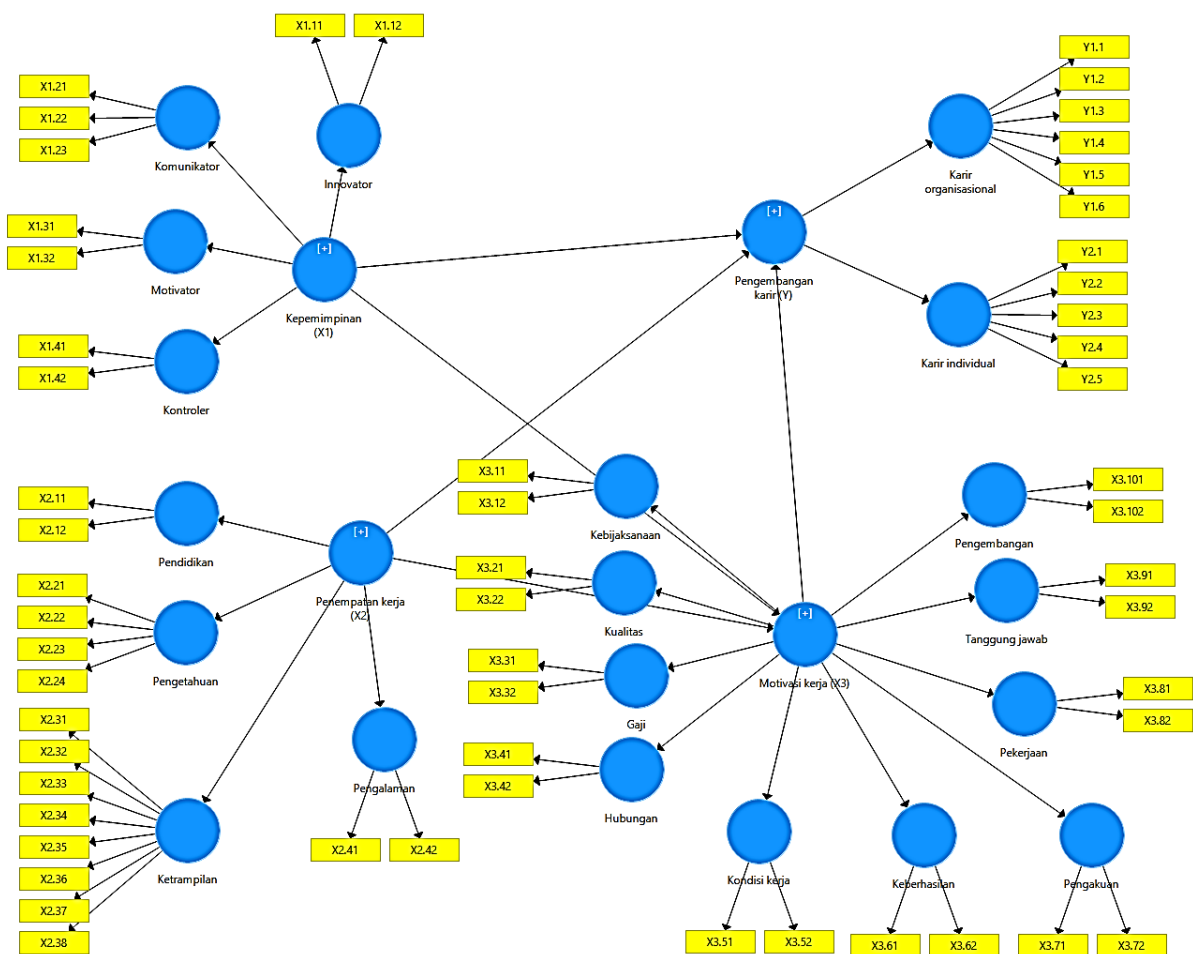
### **Respondent Description**

No	Description	Number of people)	Percentage
<b>By Working Unit</b>			
1	Corporate Communications Department	9	14%
2	Secretariat Department	27	40%
3	Community Development & CSR	14	21%
4	Legal GCG & Contract Management	17	25%
<b>Based on years of service</b>			
1.	12 years old	24	36%
2.	3-6 years	21	31%
3.	7-12 years old	10	15%
4.	13-20 years old	11	16%
5.	>20 years	1	2%
<b>Based on job status</b>			
1.	Permanent	6	9%
2.	Contract	61	91%
<b>Based on Gender</b>			
1.	Man	33	49%
2.	Woman	34	51%
<b>Based on the educational stage</b>			
1.	SENIOR HIGH SCHOOL	5	7%
2.	Diploma	3	5%
3.	S1	57	85%
4.	S2	2	3%
<b>By Marital Status</b>			
1.	Marry	53	79%
2.	Not married yet	14	21%
<b>By Age Category</b>			
1.	>20 - 24 years	2	3%
2.	>55 years old	2	3%
3.	25 - 34 years	25	37%
4.	35 - 44 years old	21	31%
5.	45 - 54 years	17	26%

Source: Primary data processed by researchers (2022)

**Outer model test (convergent validity)**

External model testing was conducted to determine the validity and reliability of the existing configuration. In this study, the validity criteria were measured by convergent validity and typical validity. If the load factor value is  $> 0.7$  and it is supported by the extract mean-variance (AVE) value  $> 0.5$ , then the survey indicator item is said to meet convergent validity. On the other hand, if the cross-loading score is above 0.7 then the indicator item is said to meet the identification validity. In addition, if the combined confidence score  $> 0.7$  and Cronbach's alpha  $> 0.6$  then the indicator item is considered reliable (Ghozali in Hamid and Anwar, 2019).



**Figure 2: Interconstruction Model**

Source: Results of data processing using SmartPLS 3.2.9

**Convergent validity test**

**Table 1: Outer Loading of Convergent Validity**

Indicator	Outer Loading	Parameter	Results
<i>Leadership (X1)</i>			
X1.11	0.841	$\geq 0,70$	Valid



Indicator	Outer Loading	Parameter	Results
X1.12	0.804	$\geq 0,70$	Valid
X1.21	0.754	$\geq 0,70$	Valid
X1.22	0.851	$\geq 0,70$	Valid
X1.23	0.809	$\geq 0,70$	Valid
X1.31	0.804	$\geq 0,70$	Valid
X1.32	0.768	$\geq 0,70$	Valid
X1.41	0.736	$\geq 0,70$	Valid
X1.42	0.793	$\geq 0,70$	Valid

Indicator	Outer Loading	Parameter	Results
<b>Job Placement(X2)</b>			
X2.11	0.833	$\geq 0,70$	Valid
X2.12	0.767	$\geq 0,70$	Valid
X2.21	0.750	$\geq 0,70$	Valid
X2.22	0.805	$\geq 0,70$	Valid
X2.23	0.840	$\geq 0,70$	Valid
X2.24	0.761	$\geq 0,70$	Valid
X2.31	0.743	$\geq 0,70$	Valid
X2.32	0.780	$\geq 0,70$	Valid
X2.33	0.811	$\geq 0,70$	Valid
X2.34	0.772	$\geq 0,70$	Valid
X2.35	0.807	$\geq 0,70$	Valid
X2.36	0.789	$\geq 0,70$	Valid
X2.37	0.768	$\geq 0,70$	Valid
X2.38	0.745	$\geq 0,70$	Valid
X2.41	0.723	$\geq 0,70$	Valid
X2.42	0.830	$\geq 0,70$	Valid

Indicator	Outer Loading	Parameter	Results
<b>Work motivation(X3)</b>			
X3.11	0.793	$\geq 0,70$	Valid
X3.12	0.737	$\geq 0,70$	Valid
X3.21	0.764	$\geq 0,70$	Valid
X3.22	0.738	$\geq 0,70$	Valid
X3.31	0.803	$\geq 0,70$	Valid
X3.32	0.796	$\geq 0,70$	Valid
X3.41	0.798	$\geq 0,70$	Valid
X3.42	0.828	$\geq 0,70$	Valid
X3.51	0.760	$\geq 0,70$	Valid
X3.52	0.785	$\geq 0,70$	Valid
X3.61	0.757	$\geq 0,70$	Valid
X3.62	0.772	$\geq 0,70$	Valid
X3.71	0.823	$\geq 0,70$	Valid
X3.72	0.748	$\geq 0,70$	Valid



X3.81	0.783	≥ 0,70	Valid
X3.91	0.796	≥ 0,70	Valid
X3.92	0.760	≥ 0,70	Valid
X3.101	0.750	≥ 0,70	Valid
X3.102	0.753	≥ 0,70	Valid

Indicator	Outer Loading	Parameter	Results
<i>Career development(Y)</i>			
Y2.1	0.788	≥ 0,70	Valid
Y2.2	0.799	≥ 0,70	Valid
Y2.3	0.827	≥ 0,70	Valid
Y1.4	0.830	≥ 0,70	Valid
Y1.5	0.795	≥ 0,70	Valid
Y1.6	0.776	≥ 0,70	Valid
Y2.1	0.816	≥ 0,70	Valid
Y2.2	0.832	≥ 0,70	Valid
Y2.3	0.809	≥ 0,70	Valid
Y2.4	0.811	≥ 0,70	Valid
Y2.5	0.797	≥ 0,70	Valid

Source: Primary data processed by researchers (2022)

### Discriminant validity

The following table displays the first-level validity discriminant test results using the AVE value:

**Table 2: AVE Value of Discriminant Validity Test**

Variable	AVE	Criteria	Results
X1	0.634	≥ 0,50	fulfilled
X2	0.614	≥ 0,50	fulfilled
X3	0.603	≥ 0,50	fulfilled
Y1	0.652	≥ 0,50	fulfilled

Source: Primary data processed by researchers (2022)

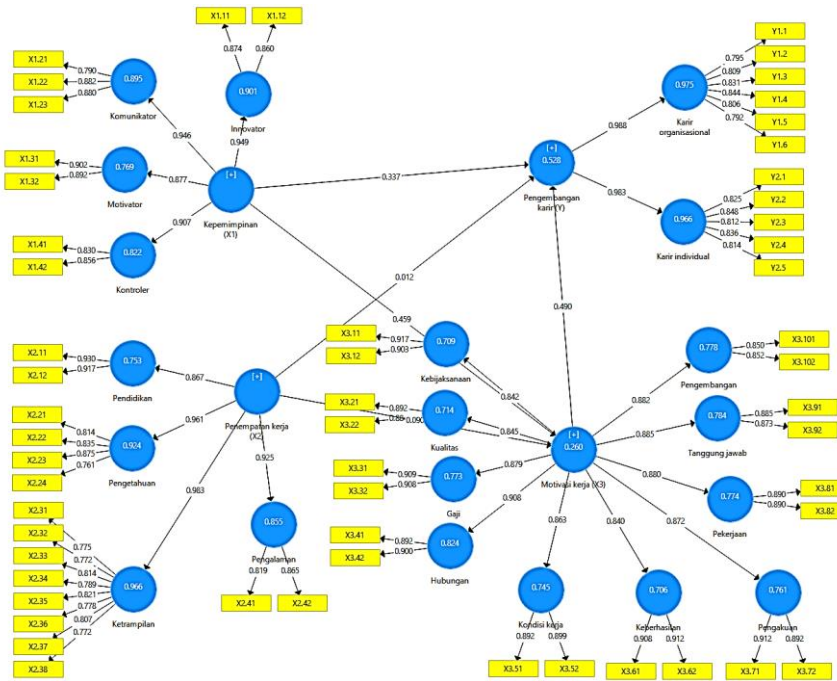
### Reliability

These are the findings of reliability testing:

**Table 3. Cronbach's Alpha Value and Composite Reliability Test Validity Reliability**

Variable	Composite Reliability	Criteria	Cronbach's Alpha	Criteria	Results
X1	0.940	≥0.7	0.928	≥ 0.6	Reliable
X2	0.962	≥0.7	0.958	≥ 0.6	Reliable
X3	0.968	≥0.7	0.965	≥ 0.6	Reliable
Y1	0.954	≥0.7	0.947	≥ 0.6	Reliable

Source: Primary data processed by researchers (2022)



**Figure 3: Path Coefficient**

Source: Results of data processing using SmartPLS 3.2.9

**Structural model evaluation (inner model)**

When evaluating a structural model (internal model), Test statistics include the coefficient of determination (R-Square), the goodness-of-fit index, and the test of the effect between variables.

**1. R-Square**

The following are the outcomes of testing the determination coefficient:

**Table 4: Coefficient of Determination Test Results (R-Square)**

Variable	R-square	Results
X3	0.260	Unfit (weak)
Y1	0.528	Decent (strong)

Source: Research data processed 2022

**2. The goodness of Fit Index**

The goodness-of-fit index test is done, and the goodness-of-fit index calculation result is as follows:

$$GoF = \sqrt{0,626 \times 0,394}$$

$$GoF = 0.497$$

The Goodness of Fit Index (GoF) computation yielded a value of 0.497. The criteria for the GoF calculation value are 0.10 (GoF small), 0.25 (GoF medium), and 0.36 (GoF big) (Ghozali in Hamid and Anwar, 2019).



As the GoF value is more than 0.36, it may be stated that the outer model and inner model work well overall (GoF large).

**Hypothesis**

There are two forms of statistical t-tests for structural models (internal models): direct and indirect effect tests. The following are the findings of the direct impact test.

**Table 5: T-Statistics of Direct Effects**

Hypothesis	Original Sample	p-values
H1:Leadership → Career development	0.337	0.035
H2:Leadership → Work motivation	0.459	0.003
H3:Work Placement → Work motivation	0.090	0.575
H4:Work Placement → Career development	0.012	0.915
H5: Work Motivation → Career development	0.490	0.000

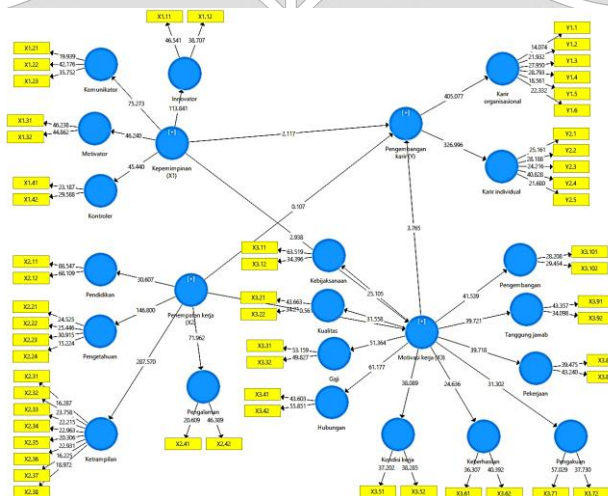
Source: Research data processed 2022

The results of the indirect impact test are shown in the following table:

**Table 6: T-Statistic Indirect Effect**

Hypothesis	Original Sample	p-values
H6:Leadership → Work motivation → Career development	0.225	0.047
H7:Work Placement → Work motivation → Career development	0.044	0.590

Source: Research data processed 2022



**Figure 4: T-Statistics Test Results**

Source: Results of data processing using SmartPLS 3.2.9

## DISCUSSION

### ***Influence of leadership on career development***

From the hypothesis tests performed, we can conclude that leadership has a positive impact on employee career development. This is shown by the path factor output value of t statistic  $> 1.96$  ( $2.117 > 1.96$ ) or P-value  $lt. Ho$  is refused since its value is  $0.05$  ( $0.035 < 0.05$ ), but  $Ha$  is approved. The effect is positive because the coefficient value (the original sample column) is positive.

### ***The effect of leadership on work motivation***

From the hypothesis tests performed, Leadership has a good influence on job motivation, we may infer. From the output of the path factor, you can see the value of t-statistic  $> 1.96$  ( $2.938 > 1.96$ ) or P-value  $\& lt ;$ . Since  $0.05$  ( $0.003 < 0.05$ ),  $Ho$  gets refused, but  $Ha$  is approved. The effect is positive because the coefficient value (the column of the original sample) is positive.

This is consistent with the study (Handoyo, LT, 2015). Leadership has proved to have positive implications for the work motivation of employees of the company. When company leaders demonstrate good leadership in the eyes of their employees, they naturally become more active in their work. Motivating work is also provided by the company, encouraging employees to develop their careers, become more creative and innovative, and reach their full potential.

### ***The effect of work placement on work motivation***

From the hypothesis tests performed, the conclusion is that internships have no beneficial effect on work motivation. The output of the path factor reveals that the t statistic  $< 1 >$  has a value of  $0.05$  ( $0.575 > 0.05$ ). Therefore,  $Ho$  is denied, whereas  $Ha$  is accepted. Acceptance of this hypothesis is compatible with that of Hidayat et al. (2013); Aisyah and Dewi (2015) assert that leadership is an effective instrument that can significantly influence employee career development. These findings contradict prior research by Christina (2013), who significantly influenced employee job motivation in this study. The results of this investigation contradict the conclusions published by Hardono et al. (2019). Determine that work placement and motivation are mutually beneficial and impactful gets refused, but  $Ha$  is approved

### ***The effect of work placement on career development***

From the hypothesis tests performed, we can conclude that employment does not have a positive impact on employee career development. From the output of the path factor, we can see that the value of the t statistic  $< 1 >$  is  $0.05$  ( $0.915 > 0.05$ ).

Therefore,  $Ho$  is accepted and  $Ha$  is rejected. This hypothesis is rejected in this study because there is no proven importance between employment and career development. The results of this survey are inconsistent with Meilan's previous survey (Sunyoto, 2013) on factors that companies believe promote employees.



***The effect of work motivation on career development***

From the hypothesis tests performed, we can conclude that work motivation has a positive effect on employee career development. This can be seen from the t-statistic  $> 1.96$  ( $3.765 > 1.96$ ) or the path factor output with the P-value  $< 0.05$  ( $0.000 < 0.05$ ),  $H_a$  is accepted, but  $H_o$  is refused. Because the coefficient value (the column of the original sample) is positive, the effect is positive. Consistent with research on the impact of job motivation on employee career growth at PTPrioritas, this hypothesis may be accepted (Vicy, 2017). Career advancement is significantly influenced by employee enthusiasm at work. A subsequent critical study relates to the influence of career growth on employee motivation through job satisfaction at BBPMD Malang (Safitri, 2018). The following Venietal (2020) research indicated that it substantially affected employee engagement and career advancement.

***The influence of leadership on career development through work motivation***

From the hypothesis tests conducted, it can be concluded that leadership has a positive effect on employee career development through employee motivation. It is based on an indirect impact analysis using t-statistics  $> 1.96$  ( $1.988 > 1.96$ ) or P-values  $< 0.05$  ( $0.047 < 0.05$ ), Consequently,  $H_o$  is rejected, and  $H_a$  is accepted. This hypothesis is based on the shown significance of leadership in moderating the effects of career advancement on job motivation. Consistent with prior research by Mallongi et al. (2016), our findings demonstrate that career development and organizational culture significantly increase employee work satisfaction. Another indicator is that the greater the quality of career development and leadership, the greater the organizational commitment of workers. Leadership mediates employee career growth via employee motivation, as may be established.

***The effect of work placement on career development through work motivation***

From the hypothesis tests performed, we can conclude that internships do not have a positive effect on employee career development through work motivation. It is based on an indirect impact analysis that yielded a t-statistic  $< 1$  ( $0.590 > 0.05$ ) Therefore  $H_o$  is accepted, but  $H_a$  is refused. This hypothesis was rejected because it failed to illustrate the significance of employment in mediating the relationship between career growth and work motivation. These findings contradict recent research by Della et al. (2021). We have reached a consensus on the influence of employee internships on career development through employee motivation, and the following survey findings reflect this. (1) It has a solid and favorable effect on employee placement.

**CONCLUSION**

This study reaches the following conclusions: leadership has a positive effect on employee career development, the administration has a positive impact on work motivation, work placement has no positive effect on work motivation, and work placement has no positive impact on an employee's career development; however, work motivation has a positive effect on an employee's career development. Through job incentives, internships have no beneficial influence on employee career growth.

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