



The Influence Of Employee Selection On Employee Performance With Career Development As A Mediation Variable Case Study At PT Ilmukomputercom Braindevs Sistema

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ABSTRACT

Employee performance is very important in the company to be able to achieve the goals set. Various efforts can be made to improve employee performance, including by knowing what factors can affect employee performance. The purpose of this study was to partially examine the effect of selection and employee career development on employee performance at PT IlmuKomputerCom Braindevs Sistema as well as the effect of employee selection on employee performance with career development as a mediating variable. The population in this study was 40 employees of PT IlmuKomputerCom Braindevs Sistema. Sampling in this study used a sampling technique, namely using all employees of PT IlmuKomputerCom Braindevs Sistema as samples in the study. The data collection technique used in this study was a questionnaire. The data analysis technique used is a quantitative analysis technique using the t test and Sobel test. The results of data analysis show that partially selection and employee career development have an effect on employee performance at PT IlmuKomputerCom Braindevs Sistema with a sig value t-table.

INTRODUCTION

Human resources are an important capital and asset in a company that is useful for supporting a company. Management of human resources in a company is important in achieving goals. Companies also realize that quality human resources can make company progress (Aziz, Maarif, & Sukmawati, 2017). This shows that optimal performance will be realized if a company can select employees who are suited to their work and have conditions that enable them to work optimally. HR is the main factor in a company in order to achieve its goals and the company needs to carry out activities to carry out the organizational structure and increase the quality of human resources.

Performance is a way of ensuring that individual workers or teams know what is expected of them and that they remain focused on effective performance by paying attention to goals, measures and assessments. According to Wulandari (2016) performance is an important thing in a company to answer the success or failure of the company's goals that have been set. Companies in creating employee performance must be good and professional to improve quality. In this case, it is the result of work achieved by someone to carry out their duties based on an agreement of experience and time (Endang A. Kartodikromo, 2017). Therefore, achieving good company performance can be realized by having employees who have expertise and skills appropriate to their work, namely by processes that influence the employee selection system and career development.

Selection is a material part of human resource management operations, namely the procurement of applicants who decide whether they will be accepted or not. In companies, employee selection is needed because if employees are not selected then their skills and expertise in their field of work will not be known. Selection is an activity in human resource management that is carried out after the recruitment process (Piyoh & Tumewu, 2020). Selection is part of the recruitment process which is related to deciding which applicants or candidates should be appointed as employees (Muyideen Adeleke Ayinla, 2018). It can be seen that employee selection can influence employee performance in the future.

Apart from that, there is career development which also influences the level of employee performance in a company. So career development does not merely mean promotion to a higher position, but is encouragement or motivation to progress in working within an organization, if someone's career is going well, this means that improvement will affect employee performance (Katharina & Kartika, 2020). Basically, career development is an effort by several individuals to improve and add insight into their work abilities which is expected to develop insight and broaden it to make employees feel satisfied (Aritonang, Fadilah, Aritonang, & Saragih, 2019).

Career development is an effort to encourage performance in order to achieve the desired career. To obtain a process of increasing an employee's abilities through career development, the company will improve employee performance and productivity in reducing labor turn over which will increase promotion opportunities for employees (Wau & Purwanto, 2021). Therefore, companies need to create career planning and career development that provides benefits for the individual and the company. This recognizes that career development can influence employee performance. Success in a company cannot be separated from increasing an employee's career level.

As for previous research conducted to find the influence of the selection and career development process on employee performance, research by Rengganis (2015) found that there was a positive influence between employee selection and employee performance. However, this does not support that the research results have a negative effect on employee performance (Etikawati & Udjang, 2016). Avena (2018) also found that there were results that showed negative employee selection on employee performance. Research conducted by Nasution et al., (2018) shows that career development has a positive effect on employee performance. Meanwhile, Mabruroh et al., (2017) can conclude that career development on employee performance is not significant because the benchmark for employee performance does not have to be career development. Based on the results of previous research, it proves that there are still many results that are less consistent. In this case, previous research is still quite limited in determining the influence of employee selection and career development on employee performance, thus making researchers want to conduct further research.

PT IlmuKomputerCom Braindevs Sistema is a company or commonly called Braindevs, a company that operates in the field of enterprise architecture development and software development. Offers comprehensive solutions in enterprise architecture development by adopting international standard frameworks. Developing organizational architecture which includes business architecture, data, applications, and technology that supports organizational activities. Braindevs also offers software development solutions by adopting development methodologies that comply with software development industry standards. The focus of software development includes

business and educational support software such as eLearning, eLibrary and enterprise content management. To continue to improve service professionalism, Braindevs also collaborates with vendors and research institutions engaged in the field of enterprise architecture and software development.

Based on observations made by researchers at PT Ilmukomputercom Braindevs Sistema in the employee selection process, namely regarding the performance produced by employees there are various qualities, some have high integrity in the results of their work, there are also those who work with the results as they are. And the standard of a job is a criterion in measuring the work system, so employee selection is needed to know that determining the standards that are met in qualifications must be objective because in this company there are still those who get away with giving good answers while the negative ones are hidden. Therefore, for candidates who qualify in the company, the superiors know the attitudes, characteristics, and knowledge of employees because this can influence the results of the employee's performance. This means that employee selection has not been carried out optimally. Likewise, with career development, employees are still not interested in workshops held outside the company, with training also employees do not participate in activities. This is an activity carried out to improve employee performance. In this case, superiors can choose the performance of employees who will be promoted to positions based on the employee's work performance to develop the employee's career. Therefore, researchers are interested in examining whether there is an influence of employee selection on employee performance with career development as a mediating variable in a case study at PT IlmuKomputerCom Braindevs Sistema

Based on this background description, the author wants to examine more deeply the influence of employee selection on employee performance with career development as a mediating variable at PT IlmuKomputerCom Braindevs Sistema. Including a description of the background, the problem formulation in the research includes: (1) Is there an influence of employee selection on career development at PT IlmuKomputerCom Braindevs Sistema?, (2) Is there an influence of career development on employee performance at PT IlmuKomputerCom Braindevs Sistema?, (3) Is there an influence of employee selection on employee performance at PT IlmuKomputerCom Braindevs Sistema?. (4) Is there an influence of employee selection on employee performance with career development as a mediating variable at PT IlmuKomputerCom Braindevs Sitema?;

Based on the problem formulation above, the objectives of conducting this research include: (1) To examine the influence of employee selection on career development at PT IlmuKomputerCom Braindevs Sistema; (2) To examine the effect of career development on employee performance at PT IlmuKomputerCom Braindevs Sistema; (3) To test the effect of employee selection on employee performance at PT IlmuKomputerCom Braindevs Sistema. (4) To test the effect of employee selection on employee performance with career development as a mediating variable at PT IlmuKomputerCom Braindevs Sitema

The benefits of conducting this research include: (1) Practical benefits, it is hoped that this research can be used as input and consideration for PT IlmuKomputerCom in an effort to improve employee performance; (2) Theoretical benefits, this research is expected to provide positive suggestions and input or references for PT IlmuKomputerCom regarding employee performance through human resources within the company and determine better employee selection process and career development policies.

LITERATURE REVIEW

Employee performance is a process of achievement resulting from the work of people who are good at managing human resources. According to Shahzadi et al., (2014) employee performance is the quality and quantity of output, to fulfill the responsibilities of work tasks in the workplace as well as employee initiative in punctuality to complete tasks. Therefore, a job has requirements to achieve goals which are usually standard work. For each individual, performance can be described as quality and quantity to achieve responsibility in a job for employees (Handayani & Sinulingga,

2018). Therefore, in order to obtain quality and quantity of employee performance, the factors that must be considered are the recruitment system, employee selection as well as career development.

According to researchers, the indicators used are based on the theory of Mangkunegara (2017), firstly, quality is work whose results can be measured at a level of a person's efficiency and effectiveness in a job. Second, the quantity of work is the amount or limit of work achievement over time, which can be determined by the company leadership. Third, responsibility is something related to a result carried out in a job for which employees can be held accountable for their work to the expectations of the company leadership. Fourth, initiative is in a member in carrying out work actions for the ability and independence necessary for work.

Based on the description above, employee performance is carried out in terms of quality and quantity achieved by an employee to carry out work in accordance with the responsibilities given in the Mangkunegara (2017), which will be used in this research as a measurement of performance variables which will be measured on four indicators which are taken from research include: quality, quantity, responsibility and initiative.

Employee selection is to obtain the right workforce for a particular position. In selecting and determining the workforce to meet the criteria set by the company in predicting individual success and failure in a job given by the company (Ibrahim & Brobbey, 2015). The main stage in selection is to obtain employees who are able to occupy employee positions in job positions as appropriate to the solution to employee performance (Garaika & Margahana, 2019). So selection influences employee performance, where the selection process is carried out appropriately and well to meet the criteria in accordance with the company.

According to Rivai (2018) there are indicators in carrying out employee selection, the first is that education is completing a job to reflect a person's abilities. Second, experience in getting someone's consideration to select experienced people, which employees generally have prepared. Third, the admissions test is an ability and skill that is measured in terms of job applicants' perceived intelligence. Fourth, interviews are an in-depth way to evaluate applicants in the form of a formal conversation.

Based on the description above, the selection process and a group of applicants who best meet the selection criteria in the positions available in a company with this process are carried out starting from job applicants with the Rivai employee acceptance decision (2018), which will be used in this research as a measurement Employee selection variables will be measured on four indicators taken from research including: education, experience, acceptance tests, and interviews

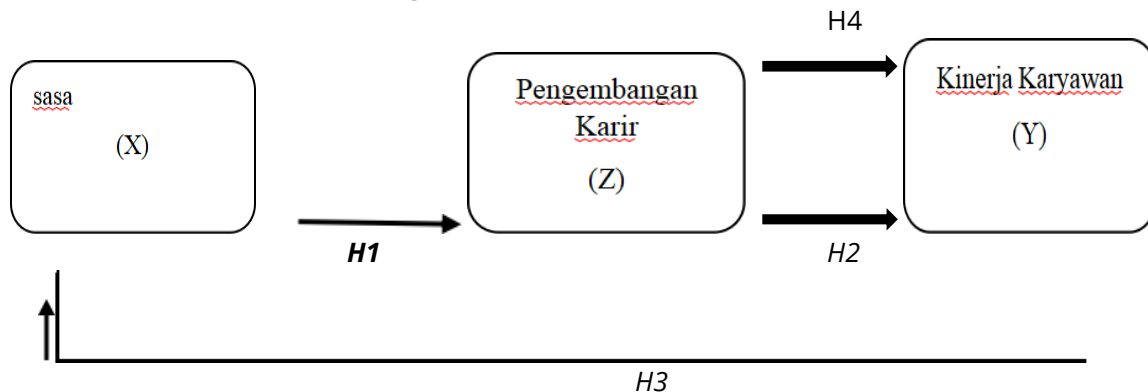
Career development stages must be aligned with the HR recruitment and selection stages that a company requires. Employees feel certainty that a career can be achieved in the future so that it can be accompanied by optimal work (Parerung, Adolfini, & Mekel, 2014). Therefore, career development can also be obtained with work experience to obtain employees who suit the company's capacity. Career development provides good encouragement to employees to express that career development that is well managed by the company will provide what is expected, and this is the motivation that every employee has (Charity, 2015). With an encouragement in which career development programs can contribute more and achieve more to maximize employee performance within the company.

According to Fizia (2018), career development contains indicators. First, work performance is a manifestation and criteria for promotion which is based on employees who have optimal performance widely among employees. Second, concern for superiors which is generally desired by each employee's career planning, so that the implementation of tasks can be identified by the potential in each employee. Third, information about promotional opportunities is the access one has to information about various opportunities that are expected to obtain information. Fourth, loyalty to the company, namely employees feel safe to work for a long period of time to gain career advancement.

Based on the description above, an employee or employee is carried out by developing an employee's career by having an employee working in an organization not only wanting to have what

he currently has, but also expecting change, progress and opportunities in career development Fizia (2018), the indicators that will be used in this research as measurements of career development variables will be measured on four indicators taken from research including: work performance, concern, information about opportunities, and loyalty to the company.

Figure 1. Research Framework



- H1: Employee selection has a positive effect on career development at PT IlmuKomputerCom Braindevs Sistema
- H2: Career development has a positive effect on employee performance at PT IlmuKomputerCom Braindevs Sistema
- H3: Employee selection has a positive effect on employee performance at PT IlmuKomputerCom Braindevs Sistema
- H4: The influence of employee selection has a positive effect on employee performance with career development as mediation at PT IlmuKomputerCom Braindevs Sistema.

METHODS

In research, good and clear research methods are used so that the correctness of the research can be confirmed and the results can be expected to be appropriate. This type of research uses explanatory research. According to Sugiyono (2018) explanatory research is a research method in which the position of variables is used to describe the influence between variables. An approach that can be used is a quantitative approach, according to Amanda et al., (2020) is a quantitative approach in a research method that can be guided by a positive philosophy and to conduct research on populations as well as predetermined samples.

According to Sugiyono (2018), a population is a dominant thing in general consisting of objects and subjects that will lead to characteristics that are relevant to the research as well as characteristics with the conclusions drawn. In this research, the population taken was employees from PT IlmuKomputerCom Braindevs Sistema, totaling 40 people. Sampling in this research used a saturated sampling technique, because the population in this study was relatively small, believed to be all employees of PT IlmuKomputerCom Braindevs Sistema, totaling 57 people. The sample used in this research was from the total population (Sugiyono, 2018).

The research data used in this research is primary data. Primary data is data obtained from original sources and compiled by researchers through questionnaires or interviews to solve research problems that arise from a research subject (Sugiyono, 2018). Meanwhile, the data collection technique used is a questionnaire. This questionnaire will be distributed to all employees of PT IlmuKomputerCom Braindevs Sistema to be filled out or used as research respondents. This study used a Likert scale of 1 to 5 with the following scores: Strongly Disagree (1); Disagree (2); Neutral (3); Agree (4); Strongly Agree (5). The variables in this research are employee performance,

recruitment system, employee selection, career development. The variable measurements in this study are shown in table 1 as follows:

Table 1. Variable measurement

Variabel	Variable dimensions	Dimensions	Indicator
Employee performance	According to Mangkunegara (2017) Employee performance is carried out in terms of quality and quantity achieved by an employee to carry out work in accordance with the responsibilities given.	1. Quality 2. Quantity 3. Responsibility 4. Initiative (Mangkunegara, 2017)	1.1 Understand what the task is 1.2 Work results meet targets 2.1 number of tasks according to target 2.2 Speed of completing tasks 3. Obligations in doing work 4. Ability to be independent at work (Mangkunegara 2017)
Employee Selection	According to Rivai (2018) employee selection is the process of selecting and selecting a group of applicants who best meet the selection criteria for the positions available in a company. This process is carried out starting from job applicants with an employee acceptance decision.	1. Education 2. Experience 3. Acceptance test 4. Interview (Rivai, 2018)	1. Established educational standards 2. Previous work experience 3.1 Know physical and spiritual health tests 3.2 Know accuracy tests and conceptual and abstract abilities 4.1 knowing personality 1.2 gets additional information (Rivai, 2018)
Career development	According to Fizia (2018), career development is carried out by an employee because an employee working in a company needs to be done, not only by what he has today but by hoping for a change, progress in planning a career in the future to a better level so that there are indicators in it	1. Job Performance 2. Concern for superiors 3. Opportunity 4. Loyalty to the company Fizia (2018)	1 Employees have achievements at work 2.1 Desire direct involvement in career planning 2.2 Know the potential that needs to be addressed 3 Knowing that access to information is promoted 4 Employees feel comfortable working for long periods of time, etc. Fizia (2018)

RESULTS

Through the results of the descriptive analysis in the table, it can be shown that the total respondents were 57 people, 40 employees or 70% were men. Meanwhile, 17 employees or 30% of respondents were women, therefore it was concluded that the majority of respondents were men. It can also be seen from the age of the respondents that the highest results were 36 or 63% who were < 25 years old. That way, if you look at the work division, the most data obtained is 5 or 8.8%. Meanwhile, if we look at the length of work, the highest data is < 2 years with a total of 24 or 42% of respondents. The following data can be seen in the following detailed table below.

Table 2. Descriptive Analysis

		Frequency	Percent
Gender	Man	40	70%
	Women	17	30%
Age	< 25 Year	36	63%
	26 – 30 Year	10	18%
	> 30 Year	11	19%
Division	Accounting	3	5.3%
	Admin	3	5.3%
	Data	5	8.8%
	Direktorat Learning	1	1.8%
	Direktoran Capital	2	3.5%
	Divisi Software	1	1.8%
	Enterprise Architecture	4	7.2%
	Finance	2	3.5%
	GA	1	1.8%
	HSE	1	1.8%
	IT	1	1.8%
	IY	1	1.8%
	Konsultan	1	1.8%
	Learning	3	5.3%
	Logam	1	1.8%
	Mahasiswa	1	1.8%
	Manager Accouting	1	1.8%
	Operasional	1	1.8%
	Perbankan	1	1.8%
	Production planning	1	1.8%
	Purchasing	2	3.5%
	Quality Control	1	1.8%
	Service	1	1.8%
Software	4	7.2%	
Software Engineering	3	5.3%	
Spesialis Data	1	1.8%	
Staff document	1	1.8%	
Teknik informatika	1	1.8%	
Teknologi dan Desain	1	1.8%	
Tender	1	1.8%	
Training	3	5.3%	
Years of service	< 2 Tahun	24	42%
	2 – 4 Tahun	19	33%
	4 – 5 Tahun	4	7%
	>10 Tahun	10	18%

This research uses an explanatory research model with data obtained from research questionnaires and statements that have been submitted to refer to variables that have been determined by employee selection (X), career development (Z), and employee performance (Y). The following responses given by respondents will be explained using averages with the following calculation formula:

RS = Scale range

m = Number of scales (number of answer choices)

Based on the formula above, the following research categories are obtained:

Table 3. Scale Range

Scale Range	Assessment criteria
1.00 – 1.80	Very Low
1.81 – 2.60	Low
2.61 – 3.40	Sufficient
3.41 – 4.20	Tall
4.21 – 5.00	Very High

Sumber: Data diolah primer, 2023

The employee selection variable can be measured using the indicators in (Rivai, 2018) research, by making the indicators into more appropriate research variables that are easy for respondents to understand. The following are the indicators used in the research.

Table 4. Employee Selection Variable Assessment

Indicator	Average	Category
Established educational standards	3.67	High
Previous work experience	3.67	High
Know physical and spiritual health tests	3.40	Sufficient
Know accuracy tests, and abilities conceptually and abstractly	3.40	Sufficient
Knowing personality	3.82	High
Get additional information	3.70	High
Average	21.67	

Sumber: Data Diolah Primer, 2023

Based on table 6 above, it shows the answers from respondents to employee selection variables that are known to be good, seen from each average per indicator. The indicator of knowing personality gets a very high average value, namely 3.82, while the lowest average is obtained from knowing physical and spiritual health tests and knowing accuracy tests, and conceptual and abstract abilities, namely 3.40. From the research results in table 5 above, it can be stated that respondents know the employee selection process at PT IlmuKomputerCom Braindevs Sistema, namely by knowing personality in selecting employees for good employee performance. The career development variable can be measured using the indicators in Fizia (2018) research, by making the indicators into research variables that are more suitable for respondents to understand. The following are the indicators used in the research.

Table 5. Research on Career Development Variables

Indicator	Average	Category
Employees have achievements in work	3.84	High
Desire direct involvement in career planning	3.57	High
Know the potential that needs to be addressed	3.96	High
Knowing access to information is promoted	3.61	High
Employees feel comfortable working for long periods of time	3.61	High
Average	18.64	

Sumber: Data diolah Primer, 2023

Based on table 7 above, it shows the answers from respondents to employee selection variables that are known to be good, seen from each average per indicator. The indicator of knowing

personality gets a very high average value, namely 3.96, while the lowest average is obtained from wanting direct involvement in career planning, namely 3.40. From the research results in table 7 above, it can be stated that respondents know that in order to improve their career path, employees desire direct involvement in career planning at PT IlmuKomputerCom Braindevs Sistema. The employee selection variable can be measured using the indicators in Mangkunegara (2017) research, by making the indicators into more appropriate research variables that are easy for respondents to understand. The following are the indicators used in the research.

Table 6. Employee performance assessment

<i>Indicator</i>	<i>average</i>	<i>Catagory</i>
<i>Understand what the task is</i>	3.96	<i>High</i>
<i>Work results according to target</i>	3.89	<i>High</i>
<i>Speed of completing tasks</i>	3.45	<i>High</i>
<i>Obligations in doing work</i>	3.75	<i>High</i>
<i>Ability to be independent in work</i>	4.35	<i>High</i>
<i>average</i>	19.42	

Based on table 7 above, it shows the answers from respondents to employee selection variables that are known to be good, seen from each average per indicator. The indicator of the ability to be independent in work is 4.35, while the lowest average is obtained from the speed of carrying out tasks, namely 3.45. From the research results in table 8 above, it can be stated that respondents know that to improve employee performance, the ability to be independent in working is needed at PT IlmuKomputerCom Braindevs Sistema. The validity test will be carried out to determine the accuracy of the instrument so that it is used in research. The validity test was tested on 57 respondents to compare the calculated r value (correlation item-total correlation) with the r table value. To be able to obtain the r table, it is known that the degree of freedom (df) = n-k, where 57-2 or df= 55 with alpha 0.05 (5%) to obtain 0.266.

Table 7. Variable Validity Test Results

<i>Variabel</i>	<i>Instrumen</i>	<i>Sig</i>	<i>Status</i>
<i>employee selection (X)</i>	X2.1	0.000	<i>Valid</i>
	X2.2	0.000	<i>Valid</i>
	X2.3	0.000	<i>Valid</i>
	X2.4	0.000	<i>Valid</i>
	X2.5	0.000	<i>Valid</i>
	X2.6	0.000	<i>Valid</i>
<i>Career development (Z)</i>	Z1.1	0.000	<i>Valid</i>
	Z1.2	0.000	<i>Valid</i>
	Z1.3	0.000	<i>Valid</i>
	Z1.4	0.000	<i>Valid</i>
	Z1.5	0.000	<i>Valid</i>
<i>Employee performance (Y)</i>	Y1.1	0.000	<i>Valid</i>
	Y1.2	0.000	<i>Valid</i>
	Y1.3	0.000	<i>Valid</i>
	Y1.4	0.000	<i>Valid</i>
	Y1.5	0.000	<i>Valid</i>

Sumber: Data Primer Diolah, 2023

The results of the validity test are in Table. 1, namely to show that the existence of each of the statement items in the employee selection variable, and career development as a mediating variable as well as employee performance for each has an r -count $> r$ table of 0.2609 and is positive, therefore it is obtained conclusion that the items of each question on the research variable can be declared valid so that they are suitable for use for research purposes. The reliability test is to determine and determine the instrument in the form of a questionnaire so that it is used more than once and is relatively no different when used again on the same subject. The criteria for a variable can be said to be reliable if it provides a Cronbach Alpha value > 0.60 . The results of reliability testing are presented in the following table:

Table 8. Instrument Reliability Test Results

Variabel	Conbach's Alpha	Information
employee selection (X)	0.796	Reliabilitas
career development (Z)	0.794	Reliabilitas
employee performance (Y)	0.764	Reliabilitas

Sumber: Data Diolah Primer, 2023

Based on Table , it can be seen that the independent variables employee selection, career development as a mediating variable and the dependent variable employee performance each have a Cronbach alpha value of > 0.60 , with this indicating that there are independent variables employee selection, and employee career development, the dependent variable employee performance declared reliable. The normality test is to test whether the sample has a normal distribution or not. The normality test is used for research in the One-sample Kolmogrov-Smirnov test with the test criteria being:

- Data is normally distributed, if the sig value $>$ alpha level 0.05 or
- Data that is not normally distributed, if the sig value $<$ alpha level 0.05.

One-sample Kolmogrov-Smirnov test of equality in multiple regression can be seen in the following table:

Table 9. Hasil One-Sample Kolmogorov-Smirnov Test Persamaan Regresi

	Unstandardized Residual
<i>N</i>	57
<i>Nilai signifikansi</i>	0.200

Sumber: Diolah Data Primer, 2023

Based on Table, it can be seen that the value of Asymp. Sig. (2-tailed) is $0.200 > 0.05$ so it can be concluded that the residual in the equation in the normal regression means that the basic assumption of normality has been fulfilled. The multicollinearity test can be used to test whether a correlation is found in the regression model between the independent variables. Multicollinearity test in research that uses Variance Inflation Factor (VIF) and Tolerance values with a decision making criterion. The following results of the multicollinearity test on multiple equations in research are presented.

Table 10. Multicollinearity Test of Multiple Regression Equations

Model	Collinearity Statistics	
	Tolerance	VIF
Employee Selection	0.776	1.289
Career development	0.693	1.443

a Dependent Variable: employee performance

Sumber: Data Diolah Primer, 2023

Based on Table it is known that the VIF value for the multiple regression equation has a value less than 10 and has a tolerance (TOL) value of not less than 0.1, so it can be concluded that the independent variables are employee selection and career development as mediating variables on employee performance. does not experience multicollierity problems. Heteoscedasticity Test In testing heteroscedasticity, research can be carried out using it to predict heteroscedasticity with the criteria for testing that can be carried out, namely:

- Data that does not occur in heteroscedasticity problems, if the sig value $>$ with an alpha level of 0.05 or
 - The data that occurs experiences heteroscedasticity problems, if the sig value $<$ alpha level 0.05.
- The results of the Heteroscedasticity test in the multiple regression equation can be seen as follows.

Table 11. Heteroscedasticity Test Results of Multiple Regression Equations

<i>Model</i>	<i>sig value.</i>	<i>Sig.</i>	<i>Information</i>
Employee Selection	0.473	0.05	<i>Heteroscedasticity does not occur</i>
Career development	0.655	0.05	<i>Heteroscedasticity does not occur</i>

Sumber: Data Diolah Primer,2023

Based on Table 5, it can be seen that the significance value for the independent variable employee selection and career development as a mediating variable on employee performance has a value $>$ alpha 0.05 which is known to not experience heteroscedasticity problems. The T test aims to show the influence of an employee selection variable and career development as a mediating variable on the dependent variable of employee performance. If the significance or probability value is smaller than 0.05, it can be confirmed that a hypothesis is accepted, and if the significance or probability is greater than 0.05, it can be concluded that the hypothesis is rejected. The results of testing the first variable were declared acceptable, namely that employee selection had an effect on employee performance, as well as employee selection on career development was declared acceptable because the sig value was greater than 0.05 and the hypothesis of career development on employee performance was declared also accepted.

Table 12. T Test Results

<i>Variabel</i>	<i>Sig. Value</i>	α
Employee Selection (X2)	0.001	0.05
Career Development (Z)	0.036	0.05

a. Dependent Variable: employee performance (Y)

Sumber: Data Primer Diolah,2023

The results of a study show that the table above shows a sig value for each variable, where the existence of a variable value in employee selection influences career development. Then the results in an employee selection variable test show that the results are below the probability value of 0.05. So, the hypothesis can be accepted, namely employee selection for career development.

Table 13. T Test Results

<i>Variabel</i>	<i>Sig value</i>	<i>A</i>
Employee Selection (X)	0.000	0.05

a. Dependent Variable: Career development

Sumber: Data Primer Diolah,2023

In the Sobel test stage, it is used to test whether a variable plays a mediating role in a relationship by using a method to test the direct or indirect influence of the independent variable on the dependent variable through mediation. So, the calculated value of the mediating variable is <1.96 and the p-value is > 0.05 , with the conclusion that the mediating variable is able to connect the independent variable to the dependent. Likewise, if in assessing a calculation the intervening variable is >1.96 and the p-value is <0.05 , it can be concluded that the intervening variable is able to mediate a relationship between the independent variable and the dependent variable. Following are the results of the sobel test:

Table 14. Sobel Test Results

Variabel	Unstandardized B	Std.Error	Test Statistic
Influence of Employee Selection (X) on Career Development (Z)	0.334	0.082	2.92
Influence of Career Development (Z) on Employee Performance (Y)	0.439	0.094	

Sumber: Data Diolah Primer,2023

$$t = \frac{ab}{\sqrt{b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2}}$$

$$t = \frac{0,334 * 0,439}{\sqrt{(0,439 * 0,087)^2 + (0,334 * 0,094)^2 + (0,087 * 0,094)^2}}$$

$$t = \frac{0,146626}{\sqrt{0,001458705 + 0,000985709 + 0,000066880}}$$

$$t = \frac{0,146626}{\sqrt{0,002511294}}$$

$$t = \frac{0,146626}{0,05011281}$$

$$t = 2,92$$

Based on the calculation results above, it can be seen that the value in the calculation obtained is a statistical test value of 2.92, which is greater than 1.96, which means that employee selection is able to mediate career development on employee performance.

DISCUSSION

The test results using the t test which had been carried out previously found that employee selection had a significant effect on career development which could be seen that the value of sig 0.000 was less than 0.05. What is known from Romadon & Dodi (2018) is that employee selection is a process in which companies obtain additional employees to meet requirements, including identification and evaluation of employee performance to determine the need for vacant workforce in the work environment to develop a brilliant career. The presentation and results of this research

are also in line with the results carried out by A Hadi Arifin et al., (2020); Ardillah (2020) states that employee selection has a positive effect on career development.

The third known hypothesis result, namely H2, is accepted, where the significance value is 0.036 which is less than 0.05. The result is that career development has a significant effect on employee performance. The statement that has been made is in line with Cedaryana & Muchlis R Luddin (2018) showing that career development gives good enthusiasm to employees to state that career development that is well managed by the company will provide what is expected, and this is the motivation that every employee has. Presentation of the results of research also conducted by Pillay et al., (2015); McIlveen et al., (2012); Sari & Sriathi (2019); Rawashdeh (2013) also stated that career development to improve employee performance has a positive effect on employee performance.

The results of the analysis that have been carried out are that H3 is accepted, which can be seen from the significance value of 0.001 which is less than 0.05. This also determines the influence of the relationship between employee selection variables on employee performance significantly. Similar results were presented by Fauziyah et al., (2023) selecting and determining workers to meet the criteria set by the company in predicting individual success and failure in a job given by the company. Previous research conducted by Sujadi & Yanti (2023); Santovi (2022); OH and MI (2016); Sarinah et al., (2017) show that employee selection has a positive effect on future employee performance. Based on the results of this research, it also proves that employee selection in a company is very necessary, because it proves that companies must choose the best to see performance in order to create good results in the company environment.

In testing the Sobel test carried out, it was found that employee selection on employee performance with career development as a mediating variable was significant. The results obtained can be proven by the results obtained using test statistics which are greater than the t-table, namely $2.92 > 1.96$. meaning H4 is accepted. In previous research, according to Renaldo Potale, Lengkong, and Moniharapon (2016), the selection process contained the possibility that employees would be rejected because they did not meet the specified requirements. This is very different when a company holds a recruitment process, where the company tries to get as many applicants as possible. Another company action that is being taken to improve employee performance is career development. Meanwhile Safih (2021); Ali Ghazi and Darwanto (2017); Tungga (2021) states that the influence of employee selection has a positive influence on employee performance.

CONCLUSION

This research aims to integrate or combine previous research, which can be drawn on to answer research problems by looking at the influence of each variable on other variables, namely that employee selection variables have a positive influence on career development so that H1 is accepted. This shows that the better the employee selection carried out by the company, the better the employee's career path will be when working because a good and appropriate employee selection process will increase opportunities for employees in their career path to find people who suit the company's needs. The career development variable has a positive effect on employee performance so that H2 is accepted. This shows that the better the implementation of employee career development given to employees, the more it will improve employee performance at work. The employee selection variable on employee performance has a positive effect so that H3 is accepted. This shows that the better the company implements employee selection, the more employees will be able to show good performance at work. There is an influence of employee selection on employee performance with career development as a mediating variable so that H4 is accepted. This shows that positive career development mediates employee selection on employee performance. Employee selection is a process for selecting prospective employees who comply with predetermined requirements or standards (Kamsir, 2016). Career development is an effort made by employees to improve their performance and is carried out continuously to gain appreciation for promotions given by the company (Kudsi, et al., 2017). The influence on employee performance, the findings of this research are in accordance with the theory of Rengganis (2015) which examines the

influence of the selection and career development process on employee performance. All variables can influence employee performance. After testing the hypothesis, its application is then developed.

If PT IlmuKomputerCom Braindevs Sistema wants to improve employee performance, what needs to be considered is that employee selection has an influence on employee performance. It is recommended that PT IlmuKomputerCom Braindevs Sistema implement selection by considering the abilities of prospective employees in the positions required so that they can identify competent candidates and in the future can have employees with maximum performance. Career development has an influence on employee performance. PT IlmuKomputerCom Braindevs Sistema provides a career path in the company that is expected by employees in order to provide targets and opportunities for employees to develop skills such as training and seminars so that employee initiative in achieving personal career goals increases and is able to provide good performance for the company. This research has several limitations. So with these limitations, it is hoped that in the future there will be progress in further research. The limitation in this research is that the variables used are deemed insufficient in measuring variables that can influence employee performance, so it is hoped that future research can add variables that really influence employee performance. This research was only carried out using a questionnaire method, so researchers cannot control the answers made by respondents, where respondents could be dishonest in their responses.

SUGGESTION

1. PT IlmuKomputerCom Braindevs Sistema can implement selection in accordance with company policies that have been evaluated and use good methods in the process so that it can identify competent candidates.
2. PT IlmuKomputerCom Braindevs Sistema must further encourage employees to make good use of the career development that has been provided so that employee initiative in achieving personal career goals increases and is able to provide good performance for the company.

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