

## **The Effect Of Work Placement, Career Development, And Work Stress On Employee Performance: A Case Study Of One Of The Banking Sectors In Pematangsiantar**

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### **ABSTRACT**

The current study aims at analyzing and finding out the effect of work placement, career development, and work stress on employee performance in the head office of one of the banking sectors in Pematangsiantar. 75 people were chosen as the sample using a non-probability sampling technique from 75 people of the population. Analytical Linear Regression was employed as the analytical method with a significance level of 5%. The results have revealed that work placement, career development, and work stress simultaneously have a significant effect on employee performance at one of the banking sectors in Pematangsiantar. The partial test showed that both work placement and career development variables have positive and significant effects on employee performance, whereas work stress has a negative and significant effect on employee performance at one of the banking sectors in Pematangsiantar. Partially, it can be noticed that work placement is the most dominant variable affecting the employee performance at one of the banking sectors being researched in Pematangsiantar. The determinant result of the coefficient  $R^2$  is 0,577, meaning that 5,77% of the factors of employee performance are able to be elucidated by the work placement, career development, and work stress variables, while the remaining 42,3% is able to be elucidated by other variables that were not examined in this study.

**Keywords:** Work Placement; Career Development; Work Stress; Employee Performance

## INTRODUCTION

Each and every organization requires high-quality human resources (HRs hereafter) in order to support the achievement of the organization's goal because HRs are the driving force behind all activities in an organization. HR has an important role in planning, implementing and controlling the organization (Handoko, 2016; Mangkunegara, 2013; Pawar, 2019), therefore, the development and improvement of the quality of HRs is urgently needed in order to have a significant and beneficial impact on economic growth and company quality. Improving the quality of HRs is also one of the attempts to make employees more motivated at work and the company's objectives more clear and directed, because when HRs are handled correctly, the company's organizational performance improves (Handoko, 2016; Stewart & Brown, 2019).

In light of the development and improvement of the quality of HRs in an organization, one of the Indonesian state-owned companies (BUMN) engaged in general banking in Pematangsiantar has continuously strived to enhance the performance of its organization. Its vision is to become the most valued and forward-thinking banking organization, as well as a trusted and chosen bank that always prioritizes costumers satisfaction. One strategy that can help businesses in the banking sector succeed is attempting to provide high-quality services that can be seen in the performance of current services, and that is what the above-mentioned banking sector being researched has done and always does. Hence, to serve high-quality services so as to become the most valued banking industry lies in the performance of the employees (Pakurár et al., 2019; Vu et al., 2019).

Employee performance can be defined as how an employee performs their work duties and carries out their necessary tasks, by extension, their results of work both in quality and quantity (Mangkunegara, 2013). It refers to the effectiveness, quality, and efficiency of their outputs (Lee & Lee, 2018; Pawar, 2019). Employee performance is crucially essential to an organization's productivity, profitability, and ultimately, success, because it helps foster an engagement between employees, management and the company as a whole to achieve the organization's goal (Lee & Lee, 2018; Suwanto & Subyantoro, 2019). From the data of empolyee appraisal of one of the banking sectors being researched, it is acknowledged that there are 48 employees with 'very good' criteria of assessment in 2017, 45 employees with 'very good' criteria of assessment in 2018, and 40 employees with 'very good' criteria of assessment in 2019. The results of the employee appraisal tend to fluctuate every year although in general it is still dominated by a 'very good' rating, however, this rating tends to decrease every year.

One of the factors influencing the employee performance is work placement. Work placement is the procedure for assigning or filling positions or reassigning employees to new or different assignments or positions (Stewart & Brown, 2019; Suwanto & Subyantoro, 2019). Proper and appropriate placement of employees will result in good, efficient and effective employee performance (Muliani & Indrawati, 2016). Based on the results of pre-survey and observation, some of the employees working in the banking sector being researched were not graduated from a banking or finance major, however, this is not an impediment to adjusting the area of knowledge and expertise to be implemented in accordance with the work requirements.

The other essential factors influencing employee performance is career development. Career development is an employee practice that aiding employees in arranging their future careers at the organization so that both of the organization and the employees can thrive to their maximum capabilities (Mangkunegara, 2013).

It can also generate synergistic benefits that increase employees' productivity when their experience in career development and the organization's succession planning are in line (Handoko, 2016; Lee & Lee, 2018). Based on the results of pre-survey and observation, the banking sector being researched has been establishing and applying existing career management to help its employees advance their careers through training and development programs. Concerning the People Development Framework, this program is designed to improve employees' efficiency, professionalism, and competence on an ongoing basis. Thus, the employees have their own satisfaction on this banking sector.

Moreover, work stress is also one of the factors influencing employee performance. Simultaneously, Stewart & Brown (2019) and Pawar (2019) define work stress as the unsafe physical and mental response that appear when job demands do not match capabilities, resources, or necessities of the employees. Based on the observation, there are several policies implemented by the banking sector being researched; employees are obligated to work for 10 working hours with a break period of 1 hour and 15 minutes, 5 working days per week, and 1 day off per month, and if overtime is more than 4 hours it is considered overtime, and after 4 hours they are paid overtime. The pre-survey result showed that there was indeed stress experienced by the employees due to their everyday works.

Hence, based on the above phenomena so as to fill the empirical void, the current study covers the following research questions:

1. Do work placement, career development, and work stress simultaneously have a significant effect on employee performance at one of the banking sectors in Pematangsiantar?
2. Does work placement have a positive and significant effect on employee performance at one of the banking sectors in Pematangsiantar?
3. Does career development have a positive and significant effect on employee performance at one of the banking sectors in Pematangsiantar?
4. Does work stress have a positive and significant effect on employee performance at one of the banking sectors in Pematangsiantar?

## **THEORETICAL STUDIES**

### **Employee Performance**

Employee performance is basically the assessment of an employee's capability to carry out stated and implied standards, objectives, and priorities (Stewart & Brown, 2019). It can be defined as how an employee performs his/her work duties and carries out their required set of tasks both in quality and quantity (Mangkunegara, 2013). It is about much more than meeting the numeric goal set at the beginning of the year (Motowidlo, 2003; Pradhan & Jena, 2017).

Employee performance comprises of work explicit behaviors such as fundamental job responsibilities outlined in the job description. It requires greater cognitive competence and is mainly supported by *task knowledge* (the technical knowledge or foundation needed to ascertain work performance, as well as the capacity to manage numerous duties), *task skill* (the implementation of technical knowledge to accomplish duties effectively without much supervision), and *task habits* (an innate capacity to react to assigned duties in ways that either assist or obstruct success) (Motowidlo, 2003).

Furthermore, Mangkunegara (2013) classifies five indicators or dimensions of employee performance. They are as the followings:

1. Work quality (the tidiness, precision, and relevance of work outcomes without abandoning work volumes).

2. Work quantity (the amount of work accomplished under normal conditions).
3. Cooperation (the capacity to manage employee relationships at work).
4. Time utilization (use of working period set to a specified target time).
5. Independence (the level of an employee's capacity to carry out his/her work duties without seeking assistance or guidance from others or leaders).

### **Work Placement**

Work placement is the procedure of allocating or positioning or staffing employees to new or different duties or positions (Stewart & Brown, 2019; Suwanto & Subyantoro, 2019). Proper and appropriate placement of employees will result in good, efficient and effective employee performance (Muliani & Indrawati, 2016). Essentially, Bullock et al., (2009) claim that work placement cannot be evaluated using conventional academic methods, and there is important personal proof of the effectiveness of job experience in general, and integrated work placements in particular.

Furthermore, Robbins & Judge (2012) classifies three indicators or dimensions of work placement. They are as the followings:

1. Academic achievement  
Employees with high academic achievement must be assigned tasks that demand a great deal of authority and responsibility, while those with low academic achievement are assigned tasks with little accountability.
2. Working experience  
Work experience shows that an employee has relatively sufficient expertise and skills.
3. Physical and mental health  
Good physical and mental health will allow an employee to cope with challenges and helps him/her to remain agile when changing roles and responsibilities at work.

### **Career Development**

Career development can be simply defined as the procedures by which an employee chooses, develops abilities, and advances in his or her career (Fikarlo, Masdupi & Syahrizal, 2019; Ratnasari & Sutjahjo, 2019). It involves employees in arranging their future careers at the organization so that both of the organization and the employees can exceed their maximum capabilities (Mangkunegara, 2013). Career development is deemed important for a lot of employees since it provides equal opportunity employment, improves the quality of their work-lives, and increases their skills (Lee, & Lee, 2018).

Furthermore, Handoko (2016) classifies seven indicators or dimensions of work placement. They are as the followings:

1. Educational background (the appropriateness of employees' educational levels to undergo training).
2. Knowledge insight (the employees' knowledge in order to improve their competencies).
3. The training frequency (a measurement that indicates the amount or quantity of training provided to employees in the organization).
4. Certain fields of expertise (the capacity to take action in relation to a specific role).
5. Working period (the time spent by an employee in executing his/her duties during which time they gained lots of experience and acquired certain skills).
6. Knowledge mastery (the mastery of skills related to breadth and depth of

- knowledge, as well as comprehension of personal and career development).
7. Skill(s) (the ability and capacity acquired through intentional, systematic, and ongoing attempt to carry out complex tasks or work duties involving ideas, things, and people in a smooth and flexible way).

### **Work Stress**

Work stress can be defined as a disproportion of desires and capabilities that an employee fulfills, resulting in serious repercussions for him/herself (Stewart & Brown, 2019; Undie, Ukpata & Iyortsuun, 2018). Dipboye (2018) asserts that work stress has serious impacts upon employees' physical and mental well-being. He also stresses that a lot of the most stressful situations in life are the obstacles and excitement making life valuable, therefore, it is not something that can or should be eliminated entirely.

Furthermore, Dipboye (2018) divides the potential stressors or the dimensions of stress at work into two; on-the-job and off-the-job dimensions, which can be classified into several sub-dimensions such as the following:

1. On-the-job
  - a. Workload overload.
  - b. Time pressure.
  - c. Inadequate supervision
  - d. Insecure political environment.
  - e. Feedback on insufficient work performance.
  - f. Insufficient competence to accomplish duties.
  - g. The difference between organization and employee values.
  - h. Various sorts of policy changes in organization.
2. Off-the-job
  - a. Financial strength.
  - b. Children-related problems.
  - c. Physical issues.
  - d. Marital problems
  - e. Changes occurring in the residence.

## **METHODS**

### **Design**

The current study employed descriptive quantitative design. Quantitative descriptive research is a method of analyzing data that involves describing the collected data as it is without attempting to draw generalizable conclusions or generalizations, which, of course, includes a lot of numbers at the outset of gathering, processing, and outcomes that are dominated by numbers (Sugiyono, 2019). Furthermore, this study used causal-associative as an approach. Causal-associative research is an approach conducted to elucidate the connection and influence between two or more variables (independent and dependent variable) (Sugiyono, 2019; Umar, 2019). This study used causal-associative as an approach because it elucidated the effect of work placement, career development, and work stress on employee performance of one of the banking sectors in Pematangsiantar, North Sumatera, Indonesia, which were carried out from November 2019 until January 2020.

### **Population dan Sample**

Population is a collection of subjects, objects, concepts or phenomena that



have certain qualities and characteristics determined by the researcher to be studied and then drawn conclusions (Dźwigoł, 2019; Sugiyono, 2019). As for sample is the portion of the amount and traits possessed by the population (Sugiyono, 2019).

The population in this study was 75 employees of one of the banking sectors in Pematangsiantar. Furthermore, this study used total sampling or saturated sampling in which all population members is utilized as the sample because the amount of the population is relatively small (Sugiyono, 2019). Therefore, all 75 employees of one of the banking sectors in Pematangsiantar are used as the sample in this study.

### Data Collection Techniques

The current study used three techniques in collecting the data as in the followings:

1. Observation

Observation is data collection technique of collecting the data by observing behavior, occurrences, or jotting down physical traits in their natural environment (Dźwigoł, 2019).

2. Questionnaire

Questionnaires are data collection methods that involve asking people a series of questions, either directly or indirectly (Sugiyono, 2019; Umar, 2019). In the current study, a closed-ended questionnaire (a questionnaire with interval scale) was distributed via the *google form* to the respondents (the employees of one of the banking sector in Pematangsiantar).

3. Documentation

Documentation is a technique of collecting data for gathering records of former occurrences. The record can be in the form of a person's writing, painting, or monumental works (Dźwigoł, 2019; Sugiyono, 2019). In this study, the researcher collected several records related to one of the banking sector in Pematangsiantar such as the company organizational structure, the brief history of the company, the number of employees, the distribution of active employees based on position level, education level & employment status, number of employees participating in education, training & development programs, the recapitulation of employee performance appraisal, as well as the data on company policies related to the phenomena being discussed.

### Data Analysis Techniques

1. Descriptive Statistical Analysis

Descriptive statistical analysis is a method of formulating and interpreting data by providing a clear picture through data collection, compilation, and analysis, so that a general description of the object under study can be known in the form of graphs, tables, percentages, frequencies, and diagrams (Umar, 2019). The data may include the average scores, standard deviations, maximum and minimum scores, tabulations, and so on in order to see the differences in data based on the categories that exist in the data and are presented as is without conducting in-depth data analysis.

2. Multiple Linear Regression Analysis

Statistical analysis with multiple linear regression is applied to predict how far the effect of one or more independent variables in this study, which are work placement ( $X_1$ ), career development ( $X_2$ ) and work stress ( $X_3$ ) on dependent variable which is the employee performance ( $Y$ ). In the current study, the

multiple linear regression method was analyzed using SPSS. The multiple linear regression model is as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

Explanation:	
Y	= Employee Performance
$\beta_0$	= Constant
$\beta_{1-3}$	= Multiple Regression Coefficients
$X_1$	= Work Placement
$X_2$	= Career Development

3. Classical Assumption Test
  - a. Normality Test (Graph Analysis & Kolmogrov-Smirnov Statistical Analysis)
  - b. Heteroscedasticity Test
  - c. Multicollinearity Test
  - d. Simultaneous Test (F-Test)
  - e. Partial Effect Significance Test (T-Test)
  - f. Coefficient of Determination ( $R^2$ )

## RESULTS AND DISCUSSION

### Descriptive Statistical Analysis

Descriptive statistical analysis were executed to elucidate the average from existing variables namely work placement, career development, and work stress on employee performance. Firstly, work placement has an average score around 3.74 which means that most of the respondents agree with the statement items given by the researcher. Next, career development has an average score around 3.62 which means that most of the respondents agree with the statement items given by the researcher. Lastly, work stress has an average score around 3.58 which means that most of the respondents agree with the statement items given by the researcher.

### Multiple Linear Regression Analysis

Table 1. Results of Multiple Linear Analysis Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,732	,477		3,632	,001
Work Placement (X1)	,394	,101	,412	3,888	,000

Career Development (X2)	,355	,098	,386	3,628	,001
Work Stress (X3)	-,197	,096	-,159	-2,049	,044

a. Dependent Variable: Employee Performance (Y)

Source: Data Processed (2020)

Based on the Table 1 above, it is acknowledged that in the unstandardized coefficients column, the  $\beta_1$  score for the work placement variable is 0,394, the  $\beta_2$  score for the career development is 0,355, the  $\beta_3$  score for the work stress variable is -0,197 and the constant  $\beta_0$  score is 1,732, thus, the multiple linear regression equation is as follows:

$$Y = 1,732 + 0,394X_1 + 0,355X_2 - 0,197X_3$$

Furthermore, the constant ( $\beta_0$ ) score is 1,732 which means that if the variables of work placement, career development and work stress are constant or similar to zero (0) at the variable level of employee performance, then, the employee performance will increase for the amount of 1,732.

The coefficient score of work placement ( $\beta_1$ ) is 0.394 which is positive, meaning that work placement has a positive effect on employee performance. Therefore, if the score of work placement increases, then, the score of employee performance will also increase, and vice versa.

The coefficient score of career development ( $\beta_2$ ) is 0.355 which is positive, meaning that career development has a positive effect on employee performance. Therefore, if the score of career development increases, then, the score of employee performance will also increase, and vice versa.

Finally, the coefficient score of work stress ( $\beta_3$ ) is -0.197 which is negative, meaning that work stress has a negative effect on employee performance. Therefore, if the score of work stress increases, then, the score of employee performance will decrease, and vice versa.

## Classic Assumption Test

### 1. Normality Test (Histogram Graph Analysis)

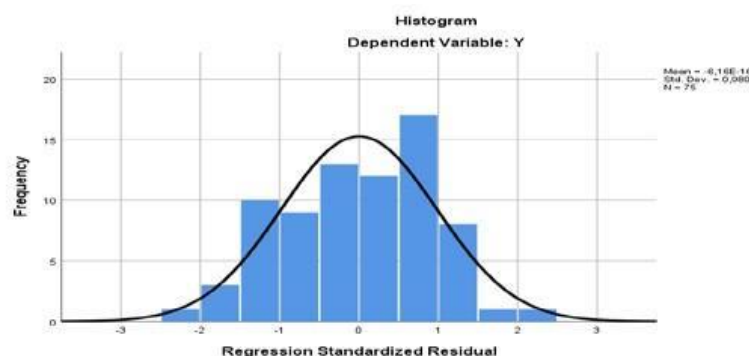


Figure 1. The Result of Normality Test Using Histogram Analysis

The data normality test using the histogram graphical approach as shown in Figure 1 shows that the regression model used has a normal distribution. This can be noticed from the histogram line which does not deviate to the left or right, so that



the distribution of data is normally distributed.

## 2. Normality Test (Kolmogorov-Smirnov Statistical Analysis)

Table 2. Normality Test Results with the Kolmogorov-Smirnov Test

		Unstandardized Residual
N		75
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	,34574975
Most Extreme Differences	Absolute	,084
	Positive	,059
	Negative	-,084
Test Statistic		,084
Asymp. Sig. (2-tailed)		,200 <sup>c,d</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Source: Data Processed (2020)

Based on the table above, it can be noticed that the score of Asymp. Sig. (2-tailed) is 0.200, this means that the score is above the significant score of 5% (0.05). Therefore, according to the graphical analysis, the statistical analysis using the non-parametric Kolmogorov-Smirnov (K-S) statistical test also states that the residual variables are normally distributed.

## 3. Heteroscedasticity Test

Table 3. Heteroscedasticity Test Results with the Glejser Test

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	,649	,265		2,451	,017
Work Placement (X1)	-,043	,056	-,122	-,765	,447
Career Development (X2)	-,036	,054	-,106	-,664	,509
Work Stress (X3)	-,020	,053	-,044	-,377	,707

- a. Dependent Variable: Glejser
- Source: Data Processed (2020)

Based on the table above, it is acknowledged that the probability score or Sig.

Glejser from work placement is 0.447, the score of *Sig.* Glejser of career development is 0.509, and the score of *Sig.* Glejser of work stress is 0.707. It is acknowledged that all scores of *Sig.* Glejser  $> 0.05$ , so it can be concluded that there is no heteroscedasticity.

#### 4. Multicollinearity Test

Table 4. The Results of Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Work Placement (X1)	,531	1,883
	Career Development (X2)	,526	1,902
	Work Stress (X3)	,986	1,014

Source: Data Processed (2020)

Based on the table above, the VIF score of work placement is 1,883, the VIF score of career development is 1,902, and the VIF score of work stress is 1,014. Since each VIF score is not higher than 10, it can be drawn a conclusion that there are no symptoms of severe multicollinearity.

#### 5. Simultaneous Test (F-Test)

Table 5. The Results of Simultaneous Test (F-Test)

ANOVA <sup>b</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	12,079	3	4,026	32,315	,000 <sup>b</sup>
Residual	8,846	71	,125		
Total	20,925	74			

a. Predictors: (Constant), Work Stress (X3), Career Development (X2), Work Placement (X1)

b. Dependent Variable: Employee Performance (Y)

Source: Data Processed (2020)

Based on Table 5 above, it is acknowledged that the score of *Sig.* is 0.000 and the score of  $F_{count} = 32,315$ . Since  $Sig. 0.000 < 0.05$  and  $F_{count} (32.315) > F_{table} (2,734)$ , it is concluded simultaneously that all variables of work placement, career development, and work stress have a statistically significant effect on employee performance.

#### 6. Partial Effect Significance Test (T-Test)

Table 6. The Results of Partial Effect Significance Test (T-Test)  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,732	,477		3,632	,001
Work Placement (X1)	,394	,101	,412	3,888	,000
Career Development (X2)	,355	,098	,386	3,628	,001
Work Stress (X3)	-,197	,096	-,159	-2,049	,044

a. Dependent Variable: Employee Performance (Y)

Source: Data Processed (2020)

Based on Table 6 above, firstly, it is acknowledged that the regression coefficient score of the work placement variable is 0.394 with a positive value with a *Sig.* score is  $0.000 < 0.05$  and  $t_{count} = 3.888 > t_{table} = 1.994$ . Thus, work placement has a positive and significant effect on employee performance at one of the banking sector in Pematangsiantar. If work placement increases, then, employee performance will increase significantly, and vice versa.

Secondly, it is acknowledged that the score of the regression coefficient of career development variable is 0.355 with a positive score with a *Sig.* score is  $0.001 < 0.05$  and  $t_{count} = 3.628 > t_{table} = 1.994$ . Thus, career development has a significant effect on employee performance at one of the banking sector in Pematangsiantar. If career development increases, then, employee performance will increase significantly, and vice versa.

Last but not least, it is acknowledged that the regression coefficient score of the work stress variable is -0.197 with a negative score with a *Sig.* score is  $0.044 < 0.05$  and  $t_{count} = -2.049 > t_{table} = 1.994$ . Thus, work stress has a significant effect on employee performance at one of the banking sectors in Pematangsiantar. If work stress increases, employee performance will decrease significantly, and vice versa.

## 7. Coefficient of Determination ( $R^2$ )

Table 7. The Results of Coefficient of Determination ( $R^2$ )

### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,760 <sup>a</sup>	,577	,559	,35298

a. Predictors: (Constant), Work Stress (X3), Career Development (X2), Employee Performance (X1)

b. Dependent Variable: Employee Performance (Y)

Source: Data Processed (2020)

Based on the table above, it can be noticed that the score of *R Square* is 0.577 which means 57.7 percents of the work placement, career development, and work stress variables can elucidate the variations in employee performance variable and the other 42.3 percents are elucidated by other variables outside the model.

## Work Placement Has a Positive and Significant Effect on Employee

## Performance

The results of the current study show that partially the regression coefficient score of the work placement variable was 0.394 with a positive value with a *Sig.* is  $0.000 < 0.05$  and T-Count  $3.888 > T$ -Table 1.994. Thus, work placement has a positive and significant effect on the employee performance of one of the banking sectors in Pematangsiantar. If work placement increases, employee performance will increase significantly, and vice versa.

Based on the results of the distribution of the respondents' answers to the work placement variable, it shows that the majority of respondents agreed with '*the work placement is in accordance with my educational background*' statement item. Educational background and attainment (academic), as mentioned by Stewart & Brown (2019), is not the basis for whether someone is superior in their work placement. Most of the employees of the banking sectors being researched who passed the selection process and were placed on their current job position do not have the educational background related to banking or finance. So that it does not become an obstacle for them in adjusting the field of knowledge to be applied in accordance with job specifications, because educational background is not a basis for determining not a high position but rather the ability and work experience of an employee. Moreover, a developed employee who has the ability and knowledge in his area will always work properly by being able to complete work on time, be focused, and rarely make errors at work. It will be much easier to achieve a high degree of efficiency this way (Bullock et al., 2009; Muliani & Indrawati, 2016).

This study is in line with Muaja, Adolfina & Dotulong (2017) whose study's result showed that work placement has a positive and significant effect on employee performance at Bank Sulutgo Manado, as well as supports the study done by Suwanto & Subyantoro (2019) which found out that work placement has a positive and significant effect on employee performance at PT. Green Glovers Indonesia Klaten.

## Career Development Has a Positive and Significant Effect on Employee Performance

The results of this study show that partially the regression coefficient score of the career development variable is 0.355 with a positive score with a *Sig.* score is  $0.001 < 0.05$  and  $t_{count} 3.628 > t_{table} 1.994$ . Thus, career development has a significant effect on the employee performance of one of the banking sectors in Pematangsiantar. If career development increases, then, employee performance will increase significantly, and vice versa.

This is due to the career development program of the employees of the banking sector being researched which is closely related to the development of its employees in order to prepare quality and well-qualified employees through education, training and promotion to meet the needs of employees in the future and certainly produce good and well-qualified employee performance, since career development, as stated by Fikarlo, Masdupi & Syahrizal (2019), is basically oriented towards the development of the company in the future. Therefore, each and every company must realize the fact that in order to maintain its existence so as to obtain competitive advantage in the future depends on competitive human resources. These conditions require every company, including one of the banking sectors in Pematangsiantar, to provide career development for its employees, which

must be executed in an organized and long-term manner.

This study is in line with Kaseger, Sendow & Tawas (2017) whose study's result acknowledged that career development has a positive and significant effect on employee performance at PT. Bank Rakyat Indonesia (Persero) Tbk Manado branch office, and also supports the study conducted by Ratnasari & Sutjahjo (2019) which also figured out that career development has a positive and significant effect on employee performance at the Regional Government office in Riau islands.

### **Work Stress Has a Negative and Significant Effect on Employee Performance**

The results of this study show that partially the regression coefficient score of the work stress variable is -0.197 with a negative score with a *Sig.* score is  $0.044 < 0.05$  and  $t\text{-count } -2.049 > t\text{-table } 1.994$ . Thus, work stress has a significant effect on the employee performance of one of the banking sector in Pematangsiantar. If work stress increases, employee performance will decrease significantly, and vice versa.

This is due to the stress experienced by the employees of the banking sector being researched is profound so that it can interfere with the ability of the employees to deal with the work environment and complete their work. In the physiological aspect, the employees often feel tired at work due to the heavy workload. From the psychological aspect, the employees tend to feel worried if the work they are doing has not been completed. However, on the other hand, as stress increases, employee performance tends to increase, because stress aids employees to mobilize all their resources to fulfill and complete their work (Joy & Kumar, 2018; Undie, Ukpata & Iyortsuun, 2018).

This study is in line with Muliani & Indrawati (2016) which state that work stress has a negative and significant effect on employee performance of Agung Putra Apartment Bali, and also supports the study conducted by Jayasinghe & Mendis (2017) which also state that work stress has a negative effect on significant to employee performance.

### **CONCLUSION**

In accordance with the research objectives that have been formulated in this study, the results of the analysis can be briefly described as follows:

1. The variables of work placement, career development, and work stress have a significant effect on the employee performance of one of the banking sectors in Pematangsiantar.
2. The variable of work placement has a positive and significant effect on the employee performance of one of the banking sectors in Pematangsiantar.
3. The variable of career development has a positive and significant effect on the employee performance of one of the banking sectors in Pematangsiantar.
4. The variable of work stress has a negative and significant effect on the employee performance of one of the banking sectors in Pematangsiantar.

Moreover, the researcher also give suggestions to the banking sectors in Pematangsiantar, and specifically to the one being researched in this study to, firstly, evaluate whether the work placement matches the skills of their employees, which includes looking at their academic achievements. Secondly, the banking sector(s) must provide clear career development information to their employees so that they are enthusiastic about achieving and enhancing their performance. Last but not least, the banking sector(s) needs to pay more attention to their employees by having a personal approach through revitalizing family gatherings, a social

approach through cooperation between leaders and employees that aids in the reduction of work stress.

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