

THE INFLUENCE OF CAREER DEVELOPMENT AND WORK RELATIONSHIP ON EMPLOYEE PERFORMANCE AT FISHERIES AND AGRICULTURE OFFICE MAKASSAR

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Abstract: *The purpose of this research is type of quantitative research with the aim of knowing the effect of career development and work relations the performance of employees of the Fisheries and Agriculture Office of Makassar City. The data collection technique used in this research is by distributing questionnaires to 66 respondents as research sample. The data analysis technique used is descriptive statistical analysis, multiple linear regression test, R test and t-test using statistics through the version of the Statistical Package for the Social Science (SPSS) application version 23. The results of this study indicate that career development has a positive and significant effect on the performance of Makassar City Agriculture and Fisheries Service Employees. Work relations have a positive and significant effect on the Performance of Makassar City Fisheries and Agriculture Service Employees.*

Kata Kunci:

Career Development¹,

Work Relations²,

Employee Performance³



INTRODUCTION

Human Resources (HR) is important in an agency/office. In general, the head of the office/agency expects good performance from each employee in carrying out the tasks assigned by the office. Human Resources (HR) is the basic capital in the office development process. Therefore, the quality of human resources must always be developed and directed to achieve the goal of becoming an office that is superior to other offices/agencies. Human resources, in this case are employees in an agency, of course, try to work with the abilities they have in order to achieve the desired performance of the agency.

An agency can run effectively if its human resources have good performance. The office world is now required to create high employee performance for agency development. Agencies must be able to build and improve performance for capital to compete with other agencies, employees greatly determine the achievement of agency goals and become the starting point for the smooth running of agencies. Employees have a role as planners, executors, and controllers who always play an active role in realizing agency goals. For this reason, the success of an institution is greatly influenced by the performance of its employees.

Employee performance that is not achieved is a problem for the agency because the achievement of employee performance is what is expected by the relevant agency, if this condition occurs, the agency will experience a decline and the agency's goals will not be achieved optimally. Not achieving employee performance can be experienced by every agency, one of which is experienced by the Makassar City Agriculture and Fisheries Service.

It is undeniable that the Makassar City Agriculture and Fisheries Office is one of the offices that has a good level of performance in Makassar City. However, based on the results of observations that have been made, it is known that the achievement of employee performance at the Fisheries and Agriculture Office of Makassar City has not been optimally achieved. This is due to a lack of career development and work relationships that are not working properly. From the data obtained, the number of employees of the Makassar City Agriculture and Fisheries Service totaled 187 people with civil servant status and 99 people with first aid and contract status (Agriculture and Fisheries Service, 2022).

This relatively large number of employees allows for a lack of attention to career development and work relations that don't go well, moreover the Fisheries and Agriculture Office of the City of Makassar has areas of work that require them to work together and collaborate well so that the targets of the predetermined programs can be achieved.

The problems that occur in the Office of Fisheries and Agriculture of the City of Makassar can also be seen by not knowing one employee with another so that there is no good communication and collaboration between employees within the scope of the Office of Fisheries and Agriculture of the City of Makassar. This is because employees only come absent and check locations, the rest are outside to carry out assistance tasks for the community, so that if there is important information related to human resource development, many employees do not know this information. Due to the lack of attention or self-knowledge among employees, career development is delayed.

This phenomenon can also be seen from the Makassar City Fisheries and Agriculture Service employees' lack of loyalty to the organization. For example, if a meeting is invited, only a small number attend, the rest they reason that they have outside assignments, there are family matters and there are other matters that cause the commitments produced in these meetings not to be conveyed properly.

The working relationship seen in the Office of Fisheries and Agriculture in Makassar City has not shown a good relationship. This can be seen from the attitude of employees who are mutually indifferent to other employees, do not greet each other if they happen to pass each other at the office, and the occurrence of a group system within the Makassar City Agriculture and Fisheries Office. A bad working relationship will certainly have an impact on employee performance. While a good working relationship can create good performance reflected in attitudes and behavior that are virtuous, tough, smart, skilled, independent and have a sense of solidarity, work hard, productive, creative and innovative, disciplined and future-oriented to create a better life.

From the results of observations that have been made by researchers at the Fisheries and Agriculture Office of Makassar City, there is still a lack of opportunities given to develop by agency leaders. This can be seen from the lack of employees who are sent to attend trainings, workshops and seminars carried out by related agencies, organizations and parties who work with agencies, so that these employees do not have the opportunity to develop and motivate them selves in terms of developing themselves.

Based on the background described above, the authors are interested in conducting research entitled "THE INFLUENCE OF CAREER DEVELOPMENT AND WORK RELATIONSHIP ON EMPLOYEE PERFORMANCE AT FISHERIES AND AGRICULTURE OFFICE MAKASSAR".

LITERATURE REVIEWS

1. Career development

According to Veithzal Rival (2011) and Herman Sofyandi (2008), career is defined as all activities related to work/work position held by a person and behavior, values and aspirations during his life cycle at work. Career path is a sequential model of job positions that shape one's career. Some things that need to be considered in career development include the following:

- Performance
Career development is always associated with the performance of an employee. If an employee shows good performance, he has the opportunity to be selected for career development.
- Loyalty

Loyalty and high integrity of an employee become a reference for leaders in developing the employee's career

- **Known (Exposure)**
An employee with good performance and high loyalty to the organization is certainly better known by superiors and influences his career development. The willingness of employees to come to work outside of working days provides a positive value.
- **Subordinate**
The role of subordinates also determines the career development of an employee, so that organizational leaders must be good at utilizing their subordinates, especially subordinates who have certain special skills. Actually the success of a leader is determined by the performance of his subordinates in carrying out their duties
- **Growth Opportunity**
An employee must be good at using time to develop himself, for example by attending education and training, courses, seminars, which are related to his job duties.
- **Network**
Personal contacts in the work network through professional associations can provide an opportunity to identify a better job opportunity.
- **Resignation**
If the organization where an employee works does not provide opportunities for career advancement and it turns out that outside the organization there are quite large opportunities for career opportunities, then the employee can resign to fulfill his career goals (leveraging).
- **International Experience**
The international experience of senior staff with global operational positions provides opportunities for growth that are increasingly important, so that a leading domestic corporation can book strong sales from international operations.

2. **Work relationship**

Work relationships in a narrow sense are interactions between a person and another in work situations and in a broad sense are interactions between a person and another leading to a work situation that motivates them to work productively with feelings of satisfaction, both economically, psychologically and socially in achieving goals (Siagian, 2000).

Work relationships can be interpreted as relationships that occur between parts or individuals both between those within the organization and between them and outsiders as a result of carrying out their respective duties and functions in achieving organizational goals and objectives (Siwi Ultima Kadarmo et al, 2001: 10).

Work relations within the organization have the goal of creating convenience and smooth implementation of the work tasks of each person and each unit because of the awareness that each person or other unit and the emergence of a spirit of mutual assistance. The work relations approach was developed by Kurt Lewin, which was further developed by William E. Smith in his book Siwi Ultima Kadarmo, (2001: 46) working relationships or conditions that are desired can be discussed in a coordination meeting through the AIC technique, which is a meeting technique that begins with a sequence of processes: (a) A = Appreciation (Respecting the opinions of others), This process is a process of brainstorming (Brain Storming); (b) I = Influence (to interact); (c) Control; (d) Take into account all the supporting factors that will be able to help implement the decision; (e) Determine the strategy to be carried out; (f) Involve all parties involved in the employment relationship process. In the implementation of work relations, communication is always needed in all directions and reciprocity, superiors and subordinates, between superiors and between subordinates, both internal and external.

3. **Employee Performance**

An organization, whether government or private, is always driven by a group of people who play an active role in achieving the goals that the organization wants to achieve. Organizational goals certainly will not be achieved if the performance of members or employees is not optimal. According to Sinambela (2016: 481), performance is the result of work that can be achieved by a person or group of people in

an organization, in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics.

According to Hasibuan (2012) performance (work achievement) is the result of a person implementing a given task according to skills, experience, seriousness and time. Various opinions can describe that employee performance and organizational performance have a very close relationship, to achieve organizational goals organizations owned by the organization or managed by employees play a positive role that is responsible for achieving organizational goals. Therefore, it is possible to conclude that employee performance is an assessment of someone's work in an organization according to their duties and responsibilities in achieving organizational goals (Bandhaso et al., 2023; Sambara et al., 2023).

According to Husaini (2014: 187), the factors that influence good performance and work behavior are as follows:

- Capacity and Expertise
Is the ability or skill that employees already have in doing a job. The more abilities and expertise employees have, the more they will be able to complete the work correctly, according to established procedures.
- Knowledge
Someone who has knowledge about good work will give good work results, and vice versa. This means that knowing the job will make it easier for employees to work.
- Work plan
Is a work plan that will make it easier for employees to achieve their goals. That is, if the quality of the work has a good design, it will be easier to do the job correctly and accurately.
- Personality
Everyone has a different personality or nature. Someone with a good personality will be able to do work seriously, seriously and responsibly, so that the results of his work will be good, and vice versa.
- Work motivation
Work motivation is a person's motivation to do a job. If an employee has strong motivation from within or outside of himself, for example from the company, then the employee will be stimulated or motivated to do something good. The more motivated a person is to work, the more his performance will increase and vice versa. (Yusuf et al., 2019)
- Leadership
Leadership is the behavior of a leader in managing, managing, and ordering to carry out a given task and responsibility. If the leader's behavior is unpleasant, not nurturing, not educating, and not directed, it will reduce employee performance.
- Work environment
The work environment can be in the form of rooms, layouts, facilities, and work relationships with colleagues. If the conditions of the work environment do not provide comfort and calm, it will result in a disturbed work atmosphere which will ultimately affect work.
- Loyalty
This loyalty is shown by continuing to work hard even in bad conditions. Loyal employees will be able to keep up with the pace, not distracted by the temptations of competitors. Loyalty will continue to be built so that they continue to work with the best feelings that a company like theirs has.
- Commitment
This commitment also explains the suitability of employees to the promises that have been made. By complying with the promise or agreement, making him try to work well and feeling guilty if he cannot keep the promise or agreement that has been made will affect his performance.

RESEARCH METHODS

The research design used in this study used a survey method, in which this study took a sample from one population and used a questionnaire as information gathering tool. The design of this survey method is descriptive quantitative. Research in a descriptive design to explain summarizes various conditions,

various situations, or various variables that appear in society which are the object of research based on what happened.

Location and Research Schedule

This research was conducted at the Department of Fisheries and Agriculture of the City of Makassar, which is located at Jl. UripSumiharjo No. 8 Makassar City. The time for carrying out this research process takes 2 months from February to April 2023.

Research Instruments

The research instrument that will be used during this research is in the form of a questionnaire. This research was conducted to obtain an overview of the influence of career development and work relations on employee performance at the Makassar City Agriculture and Fisheries Service Office. Based on calculations, the number of samples is 66 people. Determination of the number of samples for each unit is carried out proportionally to the total population of each field.

Data Collection Techniques

1. Data collection techniques used in this study are:
 - Questionnaire, with the scale used, namely the Linkert Scale with scores for each answer or response added up to arrive at a total score distributed to employees at the Makassar City Fisheries and Agriculture Service Office.
 - Observation, the method used includes direct observation of activities carried out by employees at the Makassar City Agriculture and Fisheries Service Office.
 - Documentation, namely the collection of information that is done by searching for information based on organizational archives related to research.
2. The types and sources of data that researchers use in research are:
 - Quantitative data, namely data in the form of numbers as a tool to analyze information.
 - Primary data, data collected directly from questionnaires to employees of the Fisheries and Agriculture Service Office of Makassar City.
 - Secondary data, data obtained by collecting documents in the form of sales data and other data that also supports the discussion of this research.

Data Analysis Techniques

In this writing, the authors also used data analysis to test the proposed hypothesis because the analysis of the collected data was used to determine the effect of the independent variables (X1=career development, X2=employment relationship to the dependent variable Y=employee performance).

After the data has been collected and processed, the next process is testing the hypothesis by using the multiple regression analysis method and testing the feasibility of research instruments.

Multiple linear regression is a statistical method that functions to test the extent of a causal relationship between the independent variable (X) and employee performance (Y). The multiple linear regression equation model is as follows:

$$Y = a + b_1X_1 + b_2X_2$$

Information:

Y = employee performance. (dependent variable)

X1 = Career Development (independent variable)

X2 = Employment Relations (dependent variable)

a = constant (Y value if X=0)

b = regression coefficient (increasing or decreasing value)

RESEARCH RESULTS

A. Overview of the Research Unit

The Makassar City Fisheries and Agriculture Service is one of the Agencies in the Makassar City Government which is located on Jl. Baji Minasa No.12 Makassar and was officially established in 1942.

In 2005 the agency changed its name to the Makassar City Maritime Affairs and Fisheries Service, then in 2008 the agency's name changed to the Makassar City Maritime Affairs and Food Security Service. In 2009 again there was a change in the name of the Agency from the Makassar City Maritime Affairs, Fisheries, Fisheries and Agriculture Service, but along with the issuance of Law Number 23 of 2014 concerning Regional Government where one of the articles reads that marine affairs in the city government were withdrawn from the authority of the Provincial Government, so that in 2016 there was a change in the name of the Agency from the Office of Maritime Affairs, Fisheries.

B. Characteristics of Respondents

➤ Description of Respondents by Age

The diversity of respondents based on age can be seen in the following table:

Table 4.1 Age of Respondents

age	Number of Respondents	Percentages
≤ 25 Years	5	7.57%
25-30 Years	17	25.75%
31-40 Years	23	34.85%
41-50 Years	18	27.28%
≥ 50 Years	3	4.55%
Total	66	100%

Source: Primary Data Processed in 2023

The data is in table 4.1. it can be identified that there are 5 respondents aged less than 25 years or 7.58% of respondents aged less than 25 years, 17 or 25.75% of respondents aged 25-30 years, 23 or 34.85% aged 31-40 years, 18 or 27.28% aged 41-50 years, and 3 or 4.54% of respondents aged more than 50 years. Based on these data, the majority of respondents are of productive age, so it can be concluded that a small proportion of Makassar City Fisheries and Agriculture Office employees are no longer productive.

➤ Description of Respondents by Gender

The diversity of respondents based on gender can be seen in the following table:

Table 4.2 Gender of Respondents

Gender	Number of Respondents	Percentages
≤ 25 Years	20	30.30%
25-30 Years	46	69.70%
Total	66	100%

Source: Primary Data Processed in 2023

The data in Table 4.2 can be identified that there are 20 or 30.30% of respondents who are male and 46 or 69.70% of women. From these data, it was obtained an illustration that Makassar City Fisheries and Agriculture Office employees were dominated by women, so it was suggested to increase cooperation to achieve organizational goals.

➤ Description of Respondents by Education

The diversity of respondents based on education can be seen in the following table:

Table 4.3 Education of Respondents

Gender	Number of Respondents	Percentages
SENIOR HIGH SCHOOL	3	4.55%
Diploma III (D3)	4	6.06%
Strata I (S1)	47	71.21%
Strata II (S2)	12	18.18%
Total	66	100%

Source: Primary Data Processed in 2023

The data in table 4.3. it can be identified that there are 3 or 4.55% of respondents who have a high school level of education, 4 or 6.06% of respondents who have a Diploma III (D3) level of education, 47 or 71.21% of respondents who have a Strata I level of education (S1), and 12 or 18.18% of respondents who have a Strata 2 level of education (S2). Based on these data, most of the Makassar City Fisheries and Agriculture Service employees have a bachelor's degree and strata II (S2) level of education and there are still 4 or 6.06% who have a Diploma III level of education (D31) and 3 or 4.55% who have a high school level of education, so it is suggested to the Makassar City Fisheries and Agriculture Office to continue their education to a higher level.

➤ Description of Respondents by Rank Class

The diversity of respondents based on rank class can be seen in the following table:

Table 4.4 Rank Class of Respondents

Gender	Number of Respondents	Percentages
Non civil servants	21	31.82%
Group II	2	3.03%
Group III	36	54.55%
Group IV	7	10.61%
Total	66	100%

Source: Primary Data Processed in 2023

The data in table 4.4 can be identified that there are 21 or 31.82% of respondents who do not have a Rank Group (Non PNS), 2 or 3.03% of respondents who have a rank of class II, 36 or 54.55% of respondents who have a rank of class III, and 7 or 10.61 respondents who have a rank of class IV. Based on these data, most of the Makassar City Fisheries and Agriculture Service employees are civil servants, a small proportion of Makassar City Fisheries and Agriculture Office employees have the rank of class II and III, so that an illustration is obtained that Makassar City Fisheries and Agriculture Service employees have a lot of work experience, where this work experience can support Makassar City Fisheries and Agriculture Office employees in producing better performance.

C. Descriptive Research Variable Data

➤ Career Development Variables

Table 4.5 Frequency Distribution of Career Development Items (X1)

Indicators	The value of the respondent's answer	Average
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	1		2		3		4		5		(means)
	F	%	F	%	F	%	F	%	F	%	
X1.1	0	0	0	0	2	3.0	43	65.2	21	31.8	4.29
X1.2	0	0	0	0	0	0	47	71.2	19	21.8	4.29
X1.3	0	0	0	0	0	0	48	72.7	18	27.3	4.27
X1.4	0	0	0	0	1	1.5	36	54.5	29	43.9	4.42
X1.5	0	0	0	0	3	4.5	42	63.6	21	31.8	4.27
X1.6	0	0	0	0	4	6.1	34	51.5	28	42.4	4.36
X1.7	0	0	0	0	7	10.6	31	62.1	18	27.3	4.17
X1.8	0	0	0	0	1	1.5	42	53.6	23	34.8	4.33
X1.9	0	0	0	0	5	7.6	39	59.1	22	33.3	4.26
Variable Mean: 4.29											

Source: PrimaryData Processed in 2023

Based on table 4.5, it can be seen that of the 66 respondents studied, in general the perceptions of Makassar City Fisheries and Agriculture Service employees regarding career development are in the positive area with an average score of 4.29. It can be stated that the career development of Makassar City Fisheries and Agriculture Service employees is in a very good category with indicators namely work performance, exposure, loyalty to the organization, and opportunities for growth.

➤ **Work Relations Variables**

Table 4.6 Frequency Distribution of Employment Relations Items (X2)

Indicators	The value of the respondent's answer										Average (means)
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X2.1	0	0	0	0	1	1.5	40	60.6	25	37.9	4.36
X2.2	0	0	0	0	1	1.5	42	63.6	23	34.8	4.33
X2.3	0	0	0	0	2	3.0	38	57.6	26	39.4	4.36
X2.4	0	0	0	0	5	7.6	44	66.7	17	25.8	4.18
X2.5	0	0	1	1.5	1	1.5	46	69.7	18	27.3	4.23
X2.6	0	0	0	0	0	0	52	78.8	14	21.2	4.21
X2.7	0	0	0	0	1	1.5	42	63.6	23	34.8	4.33
X2.8	0	0	0	0	1	1.5	48	72.7	17	25.8	4.24

Variable Mean: 4.28

Source: Primary Data Processed in 2023

Based on table 4.6, it can be seen that of the 66 respondents studied, in general the perception of Makassar City Fisheries and Agriculture Service Employees regarding work relations is in a positive area with an average score of 4.28. It can be stated that the employment relationship of Makassar City Fisheries and Agriculture Service employees is in a very good category with indicators namely superior-subordinate relations and relations between employees.

➤ **Work Variables**

Table 4.7 Frequency Distribution of Performance Items (Y)

Indicators	The value of the respondent's answer										Average (means)
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
Y. 1	0	0	0	0	2	3.0	50	75.8	14	21.2	4.18
Y.2	0	0	0	0	3	4.5	51	77.3	12	18.2	4.14
Y.3	0	0	0	0	1	4.5	45	68.2	20	30.3	4.29
Y.4	0	0	3	4.5	9	13.6	43	65.2	11	16.7	3.94
Y.5	0	0	0	0	0	0	54	81.8	12	18.2	4.18
Y.6	0	0	1	1.5	2	3.0	50	75.8	13	19.7	4.14
Y.7	0	0	0	0	1	1.5	50	75.8	15	22.7	4.21
Y. 8	0	0	0	0	2	3.0	48	72.7	16	24.2	4.21
Y.9	0	0	3	4.5	4	6.1	48	72.7	11	16.7	4.02
Y.10	0	0	0	0	1	1.5	49	74.2	16	24.2	4.23
Y.11	0	0	0	0	1	1.5	39	59.1	26	39.4	4.38
Variable Mean: 4.17											

Source: Primary Data Processed in 2023

Based on table 4.7 it can be seen that of the 66 respondents studied, in general, employee perceptions of performance are in the positive area with an average score of 4.17. It can be stated that the performance of Makassar City Fisheries and Agriculture Service employees is in a good category with indicators namely quantity, quality, resilience and attitude.

➤ **Research Instrument Test**

Table 4.1 Recapitulation of Validity and Reliability Test Results

Variables	Items	r	P value	Information	Reliability	Description
Career	X1.1	0.832	0.000	Valid	0.748	Reliable

Development (X1)	X1.2	0.901	0.000	Valid		
	X1.3	0.884	0.000	Valid		
	X1.4	0.886	0.119	Valid		
	X1.5	0.394	0.001	Valid		
	X1.6	0.661	0.000	Valid		
	X1.7	0.630	0.000	Valid		
	X1.8	0.309	0.012	Valid		
	X1.9	0.353	0.004	Valid		
Employment Relations (X2)	X2.1	0.353	0.004	Valid	0.648	Reliable
	X2.2	0.512	0.000	Valid		
	X2.3	0.377	0.002	Valid		
	X2.4	0.310	0.011	Valid		
	X2.5	0.419	0.000	Valid		
	X2.6	0.359	0.003	Valid		
	X2.7	0.587	0.000	Valid		
	X2.8	0.267	0.030	Valid		
Performance (Y)	Y. 1	0.765	0.000	Valid	0.826	Reliable
	Y.2	0.709	0.000	Valid		
	Y.3	0.650	0.000	Valid		
	Y.4	0.383	0.002	Valid		
	Y.5	0.589	0.000	Valid		
	Y.6	0.466	0.000	Valid		
	Y.7	0.765	0.000	Valid		
	Y.8	0.369	0.002	Valid		
	Y.9	0.569	0.000	Valid		
	Y.10	0.558	0.000	Valid		
	Y.11	0.316	0.000	Valid		

Source: Primary Data Processed in 2023

Based on Table 4.9 it can be seen that the research instrument for all indicators and variables is valid so that all indicators will be included when carrying out multiple regression analysis in hypothesis testing.

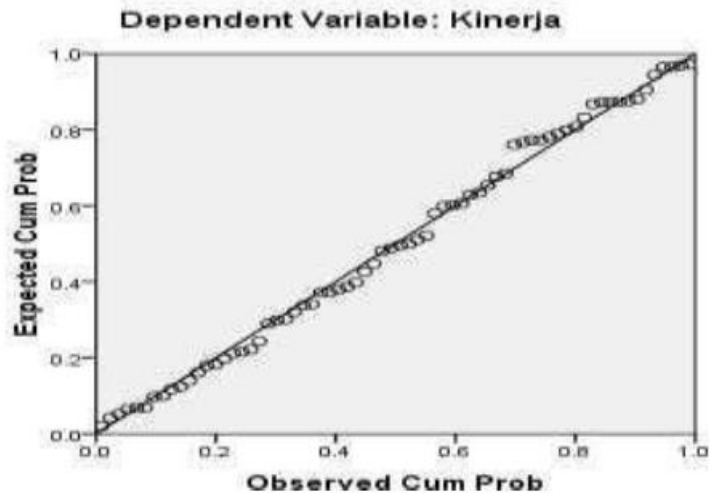
D. Classic assumption test

➤ Normality test

The normality test is used to detect whether the data distribution of the independent variable and the dependent variable is normal. A good regression model is having a normal or close to normal data distribution. To test this normality, it is known from the appearance of the normal probability plot. If the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model satisfies the assumption of normality. If the data spreads away from the diagonal line, then the regression model satisfies the assumption of normality. If the data spreads away from the diagonal line and/or does not follow the direction of the diagonal line, then the regression model does not meet the assumption of normality.

Figure 4.1 Data Normality Test Results Graphically

Normal P-P Plot of Regression Standardized Residual



Based on the normal probability plot graph below, it can be seen that the dots spread around the diagonal line, and their distribution follows the direction of the diagonal line. So that the regression model is suitable for predicting employee performance based on the input of the independent variable.

➤ **Multicollinearity Test**

The multicollinearity test was used to determine whether the regression model found a correlation between the independent variables

Table 4.9 2Multicollinearity Test Results

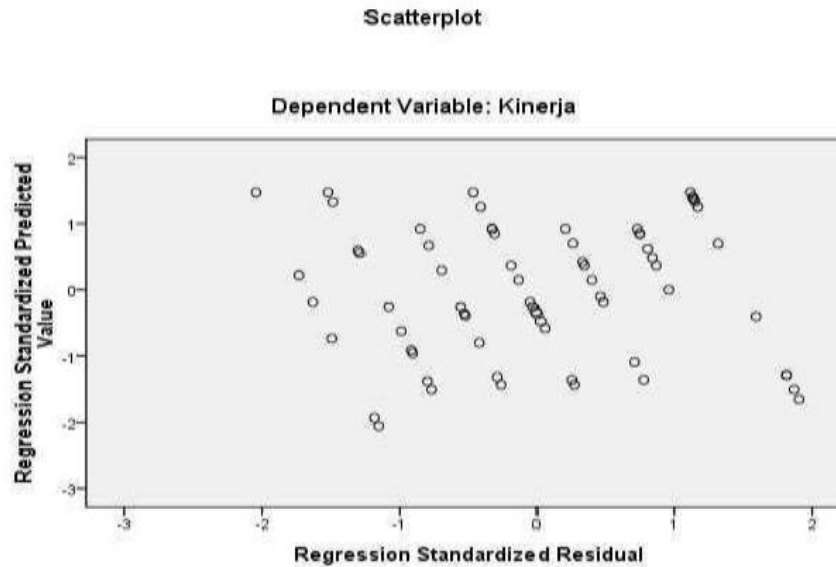
Variable ≤ 25 Years	Collinearity Statistics	
	tolerance	VIF
Career Development (X1)	0.958	1,044
Employment Relations (X2)	0.958	1,044

Multicollinearity is tested by calculating VIF (Variance Inflating Factor) values. If the VIF value is less than 5, then multicollinearity or non-multicollinearity does not occur. Table 4.10 shows that the independent variables studied have a VIF of less than 5, thus the two independent variables studied are not related to each other (non-multicollinearity) so that they can be used as independent research variables.

➤ **Heteroscedasticity Test**

Heteroscedasticity was tested using a Scatterplot graph.

Figure 4.2 Heteroscedasticity Test Results



Based on the picture above, there is no clear pattern and the dots spread so there is no heteroscedasticity.

E. Regression Analysis and Hypothesis Testing

➤ Regression Analysis

Table 4.103 Regression Analysis Results

Information	Mark		
R	0.373		
R Square	0.139		
<i>adjusted</i> R Square	0.112		
<i>std. Error of the Estimate</i>	0.351		
F	5,085		
Sig	0.000		
<i>Constanta</i>	3.130		
Model	B	Betas	Sig
X1 Career Development	0.322	0.380	0.002
Work Relations X2	0.395	0.355	0.039

- The R value of 0.373 indicates that the correlation between the observed value and the predicted value is quite strong.
- The R square number or the coefficient of determination is 0.136. This means that the model has a predictive power of 13.6% of the Y variation explained by the model.
- Adjusted R Square is 0.112. This means that 11.2% of the variation in the dependent variable can be explained by variations in the independent variables, while the remaining 88.8% is explained by other variables outside the model.

- The Standard Error of Estimate (SEE) is 0.351. The smaller the SEE, the more precise the regression model will be in predicting the dependent variable.

➤ **Hypothesis testing**

The results of the regression analysis in table 4.11, obtained the coefficient of influence of career development on the performance of Makassar City Fisheries and Agriculture Service employees of 0.322 with a p value = 0.002 < 0.05. This shows that career development has a significant positive effect on the performance of Makassar City Fisheries and Agriculture Office employees.

The results of the regression analysis in table 4.11, obtained the coefficient of influence of Employment Relations on the performance of Makassar City Fisheries and Agriculture Service employees of 0.395, with a value of p = 0.039 < 0.05. This shows that the employment relationship has a significant effect on the performance of Makassar City Fisheries and Agriculture Service employees.

DISCUSSION

After conducting research and distributing questionnaires to consumers or buyers at UD Aneka Gypsum, the data that has been collected is then processed using SPSS. Based on the results of data processing, the following discussion can be obtained.

1. The Effect of Career Development on the Performance of Makassar City Fisheries and Agriculture Service Employees

Results: Career development has a significant positive effect on the performance of Makassar City Fisheries and Agriculture Service Employees. Career development has a very important role to improve employee performance. The higher or better the career development of an employee of the Makassar City Fisheries and Agriculture Service, the more it contributes to improving employee performance. Assessing an employee's career development is inseparable from evaluating work performance, exposure, commitment to the organization, and opportunities for growth. These four indicators are determining indicators of the success or failure of employees in improving their career development which affects their performance.

Career development is basically oriented towards the development of organizations/agencies in responding to future business challenges. Every organization/agency must accept the fact that its existence in the future depends on human resources (HR). Without having competitive human resources an organization/agency will experience setbacks and will eventually be left out due to the inability to face competitors.

In line with research according to Hadari Nawawi (1997), career development as a human resource management activity aims to improve and increase the effectiveness of the implementation of work by employees so that they can make the best contribution in realizing organizational goals.

2. The Effect of Work Relations on the Performance of Makassar City Fisheries and Agriculture Service Employees

Results: Work relations have a significant positive effect on the performance of Makassar City Fisheries and Agriculture Service Employees. Work Relations has a very important role in improving performance in the office. The higher or better the Work Relations of an employee, the more it contributes to improving employee performance. Assessing a work relationship is inseparable from the relationship with superiors and the relationship between employees. These two indicators are indicators of the success or failure of an employee in improving work relations that affect employee performance.

Work relations have a significant positive effect on the performance of Makassar City Fisheries and Agriculture Service employees because good relationships with superiors and between employees will have an impact on good communication. Good communication with superiors and between other employees will carry out the tasks assigned to these employees. Employees will not hesitate to ask superiors or co-workers if there are things that are not understood related to their duties so that there are no obstacles to be faced in carrying out their duties or in other words will expedite the tasks assigned to these employees.

CONCLUSION

Based on the formulation of the problem posed, as well as the data analysis and discussion that has been carried out in the previous chapter, it can be concluded in this chapter that:

1. Based on result testing, career development owned by Makassar City Fisheries and Agriculture Service employees has a significant positive effect on the performance of Makassar City Fisheries and Agriculture Office employees. Career development has a very important role in the process of improving employee performance at the Makassar City Fisheries and Agriculture Service office with indicators namely work performance, exposure, commitment to the organization and opportunities to grow affecting the performance of Makassar City Fisheries and Agriculture Service employees, which means that the better the career development possessed by Makassar City Fisheries and Agriculture Office employees, the performance of Makassar City Fisheries and Agriculture Office employees will increase.
2. Based on result testing, work relations have a significant positive effect on the performance of Makassar City Fisheries and Agriculture Service employees. This can be interpreted that the working relationship owned by employees of the Makassar City Fisheries and Agriculture Service with indicators namely the relationship to superiors and the relationship between employees influences the performance of Makassar City Fisheries and Agriculture Office employees. That the better the working relationship that is owned by employees, the performance of Makassar City Fisheries and Agriculture Service employees will increase.

SUGGESTIONS

Based on the conclusions above, it is recommended:

1. From the performance aspect, it is suggested to employees to further improve their performance, especially in carrying out their duties in accordance with the responsibilities given to them, especially those related to work implementation, work achievement, work results/performance must be further improved and improved.
2. From the aspect of career development, it is suggested to Makassar City Fisheries and Agriculture Service employees to further enhance their career development, especially work performance, exposure, organizational commitment, and opportunities for growth.
3. From the aspect of work relations, it is suggested to Makassar City Fisheries and Agriculture Service employees to have a good working relationship so that the performance of Makassar City Fisheries and Agriculture Service employees can be further improved.

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