The Influence of Work Placement, Career Paths and Employee Loyalty on Employee Performance at the Public Works Department of South Tangerang City

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Abstract

The South Tangerang City Public Works Service is a regional work unit for the South Tangerang City Government which has the authority and responsibility in matters of community and water resources. Therefore, the South Tangerang City Public Works Department is responsible for carrying out work in its field according to applicable regulations. This study uses a quantitative approach. Quantitative approach is an approach that uses data in the form of numbers in statistical analysis. The result of this research such as the constant value (a) is 7.405, this means that if work placement, career path and employee loyalty have a value of 0 (zero), then the employee's performance has a value of 7.405. The regression coefficient of 0.234 states that for every increase (+ sign) one unit, work placement will increase employee performance by 0.234. The regression coefficient of 0.277 states that for each additional (+ sign) one unit, the career path will increase employee performance by 0.277. The regression coefficient of 0.348 states that for each addition (+ sign) one unit, employee loyalty will increase employee performance by 0.348.

Keywords: Work Placement; Career Paths; Employee Loyalty; Employee Performance

INTRODUCTION

Human Resources (HR) is one of the most important factors in an agency in addition to other factors such as capital. Therefore, Human Resources must be managed properly to increase the effectiveness and efficiency of the organization. The agency must be aware of this and therefore the agency must obtain a workforce that is in accordance with the qualifications applied by the agency.

With the intention of an agency in order to achieve the goals that have been set previously. Human resources in an agency are very valuable assets (wealth), which must be maintained and developed, so that they can make an optimal contribution to the continuation of the agency or institution itself. Agencies will look for quality and competent human resources in their fields, because human resources determine the progress of an agency.
Therefore, it is only natural that the formulation of a human resource strategy must be relevant to the agency’s strategy. All activities through human resource management functions are directed to realize the main target of human resources, namely to optimally utilize human resources within the agency by fulfilling the principle of the right man on the right job.

Humans are production factors that play an important role in an agency, because humans have very specific characteristics compared to other production factors. The difference in these characteristics states that humans as labor are the driving force that is able to turn on an agency, in this case humans become the subject that drives the existing production factors.

Seeing such human character means that the agency must pay special attention to human resources in their role as an employee in the agency, for example by appreciating their talents, developing their abilities, and using their abilities appropriately. Thus, the agency will get more productive and qualified employees who can support the smooth running of the agency’s operations.

In line with that, each agency has a goal to be achieved, namely to earn profits and continue to increase existing profits, meet employee welfare, meet consumer needs and maintain agency stability. One way to achieve this goal is to increase employee productivity, because with high work productivity, employees can save time and costs incurred by an agency in producing a product. Given the importance of the role of human resources as a driving force for agencies, agencies need to manage them as well as possible because the key to the success of an agency lies not only in technological superiority and the availability of capital, but humans are the most important factor.

According to Mangkunegara (2007:67) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. In addition, performance is defined as the work of an employee, a management process or an organization as a whole, where the results of the work must be shown concretely and can be measured.

In improving the performance of its employees, the agency takes several ways, for example through education, training, providing appropriate compensation, creating a conducive work environment and good performance. Through these processes, employees are expected to maximize their responsibilities for their work because employees have been provided with education and training which are certainly related to the implementation of their work. While the provision of compensation, a good work environment is basically the right of employees and is an obligation of the agency to support the contribution of its employees in order to achieve the goals that have been determined.

Work performance will be achieved if it is preceded by an action, namely carrying out the assigned task. Employees will be more motivated to take responsibility for their work if the agency understands and pays attention to the needs of employees, which basically means that they work to earn money, in this case in the form of salaries. Each member of an organization has its own interests and goals when he joins the organization. For some employees, the hope of earning money is the only reason to work, but others argue that money is only one of many needs that are met through work. Someone who works will feel more valued by the community around him, compared to those who don't work.

Employees’ work experience is sometimes more valued than a person's level of education because work experience is a person's main capital to get directly involved in a arable field. Work experience is also often used as a consideration by management in the recruitment process or in attracting workers.

What is no less important is the wages given to employees. One of the causes of the decline in morale and enthusiasm for work is wages or salaries that are too low, incentives that are less directed, a bad work environment, and so on. Thus, a number of salaries or wages given by the agency have an influence on the enthusiasm and enthusiasm of the work of its employees. Low salaries will cause employees to be lazy to work and less enthusiastic about work, as a result, work becomes hampered.

To be able to develop a good human resource strategy, quality human resources are needed to match the needs of the required agency, therefore, as with the human resource
management function, recruitment and placement of employees is a priority in order to realize agency needs and achieve a human resource strategy. In addition to recruitment, the right placement of workers greatly affects the behavior of workers in carrying out their duties and will produce a maximum as expected, but if the placement of workers is not right in occupying positions and tasks that are not in their fields, it is certain that the agency will not get maximum results from the workforce. Therefore, the role of workforce placement has a major influence on whether or not an agency's goals are achieved, so the role of the agency's HRM leadership is to be more careful in placing workers to get optimal results and the agency's goals are achieved.

Recruitment of qualified workers and appropriate placements in their fields of expertise, the agency will get maximum performance results, but if the recruitment of qualified workers has been carried out but the placement of workers is not appropriate and not in their fields of expertise, it can result in less than optimal performance produced. As a result, the agency will not get maximum results and not as expected. Therefore, recruitment and placement must be interconnected in order to get a maximum performance.

The employee development carried out aims to create employees who have competencies and qualifications according to competency standards, as well as to support appropriate competency building and focus on specialization paths for employees who are placed in special positions.

Placement is a human resource management activity that determines the success or failure of an agency in achieving a predetermined goal, target or budget because an operational activity carried out can be achieved optimally if the managers have the ability, experience and expertise in an effort to obtain optimal results. Errors in the placement of employees will lead to conflicts in employees related to their work which can then lead to a decrease in enthusiasm and enthusiasm for work so that in the end result in a decrease in work performance. To find out whether the placement process was successful or not, what the agency can do is to evaluate the behavior and performance of employees in the form of a work performance appraisal.

This work performance assessment can be useful for agencies as well as for employees. For agencies, it is to measure work performance and the extent to which employees are useful to the agency and determine decisions in various matters such as identifying the needs of recruitment programs, training, placements, reward systems, and so on. For the employee, it is useful as a measure of himself which in the end will be useful for determining the goals, paths, plans and career development of employees that will be useful for the agency in achieving its goals.

The South Tangerang City Public Works Service is a regional work unit for the South Tangerang City Government which has the authority and responsibility in matters of community and water resources. This includes work on improvement/rehabilitation or maintenance of roads, bridges, and work on the scope of water resources. Therefore, the South Tangerang City Public Works Service Department is responsible for carrying out work in its field according to applicable regulations.

The South Tangerang City Public Works Service was established in accordance with the South Tangerang City Regional Regulation Number 8 of 2017 concerning the formation and composition of the South Tangerang City Regional Apparatus. And South Tangerang Mayor Regulation Number 52 of 2017 concerning Position, Organizational Structure, Duties, Functions, and Work Procedures of the Public Works Service.

With an increase in the number of employees every year, of course, it must be accompanied by their respective educational backgrounds, so that efforts to achieve goals can be achieved. The following is the data on the placement of employees of the South Tangerang City Public Works Department.

Job analysis at the South Tangerang City Public Works Department is in accordance with the job analysis that has been carried out where there is no shortage of employees in each section, where the number of employees in that section is in accordance with the needs of human resources. For example, in the Bina Marga field, 4 employees are needed, but the vacant positions are filled according to what is needed by placing 4 employees in the Bina Marga Sector.
What is really expected by the management of the Public Works Department of South Tangerang City is how maximum profitability is achieved, by placing employees in certain fields that are in accordance with the predetermined job classification.

The results of the performance assessment indicate that the performance at the South Tangerang City Public Works Department has decreased.

Based on this background, the researchers were interested in conducting research at the South Tangerang City Public Works Service with the title "The Influence of Work Placement, Career Paths and Employee Loyalty on Employee Performance at the South Tangerang City Public Works Service".

METHODS

In this study using a quantitative approach. Quantitative approach is an approach that uses data in the form of numbers in statistical analysis. Based on the level of explanation of the position of the variables, this research is causal associative, namely research that seeks the causal effect between the independent variable (X) on the dependent variable (Y) (Sugiyono, 2009). The research was conducted at the Public Works Department of South Tangerang City, while the implementation time was from October 2020 to December 2020.

The instrument in this research is a questionnaire, where there are 4 (four) variables, namely, recruitment, work loyalty, and work ethic. The questionnaire presented contains statements, which consist of 16 statements about leadership style, 16 statements about work loyalty, 18 statements for interpersonal communication and 18 statements about work ethic. The instrumental grid aims to make the instrument arrangement more systematic and easy to control and correct.

The population of this study were all employees in several departments and sub-departments in the Public Works Office of South Tangerang City, with a total of 70 employees.

The data collection technique used in this study is a questionnaire in the form of a number of statements to obtain information from respondents in terms of reports about their personalities or things that are known (Arikunto, 2013). The list of statements in this questionnaire must address the problems studied and obtain data related to recruitment, work loyalty, and work ethic at the South Tangerang City Public Works Service. The scale used in this study is the Linkert scale which has 5 levels of answer preferences, namely: Strongly Agree, Agree, Doubtful, Disagree, Strongly Disagree.

RESULTS AND DISCUSSION

Referring to the results of data processing with the SPSS 25 for windows program, the information on the hypothesis proof in this study was obtained as follows:

1. Partial effect of job placement on employee performance. Based on the results of statistical tests for the work placement variable, the value of tcount > ttable (2.873 > 1.99) while the value of Sig < 0.05 or (0.005 < 0.05). These results mean that the job placement variable partially has a positive and significant effect on employee performance.

2. Partial influence of career path on employee performance. Based on the results of partial statistical tests, the partial effect of career path on employee performance obtained the value of tcount > ttable (3.848 > 1.99) while the value of Sig < 0.05 or (0.000 < 0.05). These results mean that the career path variable partially has a positive and significant effect on employee performance.

3. The effect of partial employee loyalty on employee performance is based on the results of partial statistical tests, the value of tcount > ttable (4.787 > 1.99) while the value of Sig < 0.05 or (0.000 < 0.05). These results mean that the employee loyalty variable partially has a positive and significant effect on employee performance.

4. The effect of work placement, career path and employee loyalty simultaneously on employee performance where it can be seen that the Fcount value is 27,128 and the sig value. 0.000 while the value of Ftable is 2.74, it can be compared to 27,128 > 2.74 while the value of sig < 0.05 or (0.000 < 0.05). These results mean that the variables of job placement, career path
and employee loyalty simultaneously or together have a positive and significant impact on employee performance.

One of the objectives of this research is to predict or perform regression analysis and based on the research results, it can be predicted in the following equation.

\[ Y = 7.405 + 0.234X_1 + 0.277X_2 + 0.348X_3 \]

1. The constant value (a) is 7.405, this means that if the work placement, career path and employee loyalty have a value of 0 (zero), then the employee's performance has a value of 7.405.
2. The regression coefficient of 0.234 states that for every increase (+ sign) one unit, work placement will increase employee performance by 0.234.
3. The regression coefficient of 0.277 states that for each additional (+ sign) one unit, the career path will increase employee performance by 0.277.
4. The regression coefficient of 0.348 states that for each addition (+ sign) one unit, employee loyalty will increase employee performance by 0.348.

**CONCLUSIONS AND SUGGESTIONS**

Based on the results of research that has been carried out in order to answer the formulation of the problems posed, the authors can draw up research conclusions as follows:

1. The effect of work placement on employee performance. Based on the results of statistical tests for the work placement variable, the value of tcount > ttable (2.873 > 1.99) while the value of Sig < 0.05 or (0.005 < 0.05). These results mean that the job placement variable partially has a positive and significant effect on employee performance, so Ha is accepted and Ho is rejected.

2. The effect of career path on employee performance. Based on the results of partial statistical tests, the partial effect of career path on employee performance obtained the value of tcount > ttable (3.848 > 1.99) while the value of Sig < 0.05 or (0.000 < 0.05). These results mean that the career path variable partially has a positive and significant effect on employee performance, so Ha is accepted and Ho is rejected.

3. The effect of employee loyalty on employee performance is based on the results of partial statistical tests, the value of tcount > ttable (4.787 > 1.99) while the value of Sig < 0.05 or (0.000 < 0.05). These results mean that the employee loyalty variable partially has a positive and significant effect on employee performance, so Ha is accepted and Ho is rejected.

4. The effect of work placement, career path and employee loyalty simultaneously on employee performance. Based on statistical tests, the Fcount value is 27,128 and the sig value. 0.000 while the Ftable value is 2.74, it can be compared to 27,128 > 2.74 while the sig value < 0.05 or (0.000 < 0.05). These results mean that the variables of job placement, career path and employee loyalty simultaneously have a positive and significant effect on employee performance, so Ha is accepted and Ho is rejected.

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