

# Human Resources Development And Job Placement On Employee Job Satisfaction (Empirical Study At Pt Bina Administrasi Branch Videotron Division Bandung)

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## Abstract

This study sought to quantify the impact of job placement and human resource development on employee work satisfaction at the PT Bina Administrative Branch of the Videotron Bandung Division. Descriptive and associative research with a quantitative approach was the strategy used in this study. 37 employees were employed as samples in this study, which used saturated sampling as its sampling method. Validity and reliability tests, multiple linear regression with correlation coefficients, determination, research model testing, and research hypothesis testing were all employed in data analysis approaches. The development of human resources and job placement influence employee work satisfaction by 67.4%, according to the study's coefficient of determination test (R<sup>2</sup>) results, with additional factors outside of this study influencing the remaining 32.6%. According to the multiple correlation coefficient test, the R value of 0.674 indicates that there is a very strong association between employee job satisfaction and human resource development and job placement. The F test's findings, specifically the value of 14.584 > 3.26, show that Fcount is bigger than Ftable. Workplace placement and human resource development factors have a favorable and significant impact on employees' job satisfaction.

**Keywords:** *Human Resource Development, Job Placement, Employee Job Satisfaction*

## Introduction

Many businesses have changed their management methods as a result of the globalization that has affected Indonesian businesses. The goal of starting a business is to turn a profit because, regardless of the goal, if the business does not make enough money to cover its expenses, it will not be able to continue operating. This is because business success is measured by profits. An organization's human resources are crucial, and when expanding them, businesses must focus on one aspect: employee job satisfaction. Job satisfaction is influenced by how one feels about or views the work itself, including factors like pay, prospects for

advancement or education, coworker supervision, workload, and others. One of the most crucial elements for employees to deliver the finest work results is job satisfaction.

Employees will feel their existence has significance once those needs are addressed. It is believed that a variety of factors, including the improvement of human resources, affect employee job satisfaction. Human resource development is a process that gets people ready for various jobs within an organization and is frequently linked to higher IQ levels for improved performance. An organization's purpose can be achieved by using human resources effectively (Indriani et al., 2020). A workforce is necessary for work placements in human resource management in order to receive excellent human resources and to meet organizational goals.

Therefore, it is important to pay attention during the process of developing human resources to ensure job happiness. According to research findings (Meilinda & Istikhoroh, 2021), which show that human resource development affects work satisfaction, this situation is thought to have the potential for (HR development) to have an impact on (work Satisfaction). Job placement is another aspect that may affect job happiness. Companies are required to place employees in positions that fit their abilities and skills through the job placement procedure.

Work placement comes after the hiring of personnel who will be positioned in necessary positions and held accountable for their work. putting procedures or policies in place to improve employee work satisfaction, job placement, and human resource development. These programs or policies can produce results that are as planned and with maximum availability. Human resources can be developed via the placement of personnel to improve job satisfaction. According to studies (Ramadhenty et al., 2019), job placement has an impact on employee work satisfaction.

## **Literature Review**

### **Job Satisfaction At Work**

Job satisfaction, according to Mangkunegara in (Akhmal et al., 2018), pertains to employees' attitudes toward their work and measures how much they enjoy their employment

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and the workplace. "Job satisfaction is a general attitude toward one's work, and it is the difference between the amount of compensation received by workers and the amount of compensation that is considered received," claims Robbins (in Erdiansyah, 2019).

Job satisfaction, according to Sutrisno in (Pasaribu, 2017), is the attitude that an employee has toward their job and is directly tied to work circumstances, employee collaboration, rewards that should be earned at work, and issues relating to physical and mental components. Additionally, Hasibuan claims in (Zaenudin et al., 2021) that "job satisfaction is an emotional attitude that can be fun and really loves his job."

According to the above experts' understanding, job satisfaction is an attitude, namely the difference between the amount of compensation that is expected to be received and the amount of compensation that is really thought to have been obtained. factors affecting job satisfaction As per (Nurhasan, 2017), there are three things to consider: 2) Wages 3) Possibilities for advancement 4) Monitoring 5) Coworkers (colleagues) While factors affecting job satisfaction Suratman states the following in (Garaika & Yansahrita, 2019): 1) Wages 2) The work itself 3) Possibilities for advancement 4) Administrator 5) Coworkers

### **Development of Human Resources**

Goujali claims that businesses must engage in human resource development in order to tailor knowledge (expertise), abilities (potential), and skills (talents) to the demands of the task they are doing. Every firm must engage in a set of actions known as human resource development in order to ensure that its employees have the information, skills, and abilities necessary for the jobs they are performing (Kurniawaty Fitri & Asputri, 2017). Hasibuan (in Khoiriyah, 2017) interprets development as an attempt to enhance employees' technical, theoretical, conceptual, and moral skills through education and training according to their job requirements.

Human resource development is a series of activities and processes in long-term education, and people need to master general concepts and theoretical knowledge, according to the

perspectives of the various experts cited above. The following are the aspects of human resource development, as stated by (Ismail, 2016): 1) Coaching; 2) Education; 3) While Nugraha's definition of human resource development in Yosepa, Samsudin, and Ramdan (2020) is as follows: (1) Education (2) Work History 3) Expertise 4) Technical prowess

### **Placement at a Job**

According to Hasibuan (in Ramadhenty et al., 2019), work placement is a step after selection in which the potential employee is assigned to the necessary role or job while also receiving power. Rivai (in Rustawan et al., 2019) claims that the assignment of workers to certain positions happens especially for new hires. Work placement, as described by Cable et al. in (Iskandar, 2016), is the compatibility of a person with a job or task carried out at work. As a result, it takes into account the employees' needs as well as the tools of the trade that can meet those needs.

The process of allocating tasks and jobs to chosen workers in accordance with the defined scope is known as work placement (Ramadhan et al., 2019). In order to be placed in a job, a candidate must be able to take responsibility for their duties as well as all dangers and opportunities that may arise while working. Because it is recognized that an employee's work quality will influence both the quantity and quality of his output, it can be inferred from the understanding of the experts above that work placement is a skill that people possess. dimensions of placement at work (Runtuwene in Pramuditha, 2020) cites the following as being important: 1) Education; 2) Work Knowledge; 3) Work Skills; and 4) Work Experience. Factor 5: Age The dimensions of work placement, however, as stated by Yuniarsih and Suwatno (in Zamroni, 2020), are as follows: Education is number one, followed by work knowledge, abilities, and experience.

### **Methods**

In this work, a quantitative technique is used with descriptive and associative methodologies. Observation, interviews, surveys, and recordkeeping are all forms of data

collecting. 37 employees of the PT Bina Administrative Branch, VIDEOTRON Bandung Division, made up the study's population. Saturated sampling was the method utilized in this investigation. Regarding the methods for analyzing the data, these include the methods for calculating the coefficient of determination, multiple linear regression analysis, t-testing the research hypothesis, and F-testing the research model.

The introduction should describe the nature of the problem and current state of knowledge; state the purpose, scope and general methods, and present hypothesis and/or research goals. The paper should demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources.

The introduction should state clearly the objective of the paper as well as the context of the investigation. The literature review should be limited to the articles, books and other items that are relevant to specific research questions addressed. The theoretical framework of the research may contain a full section explaining the motives of the research, identifying a gap in the existing literature of the research, and potential usefulness of the proposed theoretical basis.

## Results And Discussion

### Validity and Reliability Test Results

Table 1. Validity Test Results

| Items | R Count | R Critical | Decision |
|-------|---------|------------|----------|
| X1.1  | 0.632   | 0.3        | Valid    |
| X1.2  | 0.570   | 0.3        | Valid    |
| X1.3  | 0.685   | 0.3        | Valid    |
| X1.4  | 0.514   | 0.3        | Valid    |
| X1.5  | 0.613   | 0.3        | Valid    |
| X1.6  | 0.609   | 0.3        | Valid    |
| X2.1  | 0.657   | 0.3        | Valid    |
| X2.2  | 0.660   | 0.3        | Valid    |
| X2.3  | 0.630   | 0.3        | Valid    |
| X2.4  | 0.600   | 0.3        | Valid    |
| X2.5  | 0.636   | 0.3        | Valid    |
| X2.6  | 0.661   | 0.3        | Valid    |
| X2.7  | 0.534   | 0.3        | Valid    |
| X2.8  | 0.745   | 0.3        | Valid    |
| X2.9  | 0.530   | 0.3        | Valid    |
| X2.10 | 0.541   | 0.3        | Valid    |
| Y1    | 0.534   | 0.3        | Valid    |
| Y2    | 0.641   | 0.3        | Valid    |

|    |       |     |       |
|----|-------|-----|-------|
| Y3 | 0.572 | 0.3 | Valid |
| Y4 | 0.606 | 0.3 | Valid |
| Y5 | 0.504 | 0.3 | Valid |
| Y6 | 0.519 | 0.3 | Valid |

Source: Data processing outcomes, 2023

Each instrument from the variables Human Resource Development (X1), Job Placement (X2), and Employee Job Satisfaction (Y) has a calculated r value greater than the critical r, which is 0.3, meaning that each instrument can be deemed valid based on the findings of the validity test discussed above.

### Reliability Test Results

**Table 2. Reliability Test**

| Reliability Statistics |            |
|------------------------|------------|
| Cronbach's Alpha       | N of Items |
| 792                    | 6          |
| 859                    | 10         |
| 764                    | 6          |

Source: Data processing outcomes, 2023

Each variable has a Cronbach's Alpha score  $> 0.6$ , which indicates that the measurement of each variable is deemed reliable based on the findings of the aforementioned reliability test.

### Normality Test Results

**Table 3. Normality Test**

| One-Sample Kolmogorov-Smirnov Test                 |                |            |
|--|----------------|------------|
| Unstandardized Residuals                           |                |            |
| N  |                | 37         |
| Normal   | <u>Ment</u>    | 0000000    |
| Parameters, b                                      | std. Deviation | 1.52361842 |
|  | absolute       | .087       |
| One-Sample Kolmogorov-Smirnov                      |                |            |
| Residual Unstandardized Test                       |                |            |
| Most Extreme                                       | Positive       | .087       |
| Differences  | Negative       | -.077      |
| Positive   |                |            |
| Test Statistics                                    |                | ,0,87      |
| asymp. Sig. (2-tailed)                             |                | ,200c,d a. |
| a. Test distribution is Normal.                    |                |            |
| b. Calculated from data                            |                |            |
| c. Lilliefors Significance Correction              |                |            |
| d. This is a lower bound of the true significance. |                |            |

Source: Data processing outcomes, 2023

Based on the aforementioned table, the Employee Job Satisfaction (Y) normality test for Human Resource Development (X1) and Work Placement (X2) yields a result of 0.200, making it possible to declare that the data is normal because the result is more than 0.05.

**Multiple Correlation Test Results**

**Table 4. Multiple Correlation Test**

| Model Summary |                   |          |                   |                           |
|---------------|-------------------|----------|-------------------|---------------------------|
| Model         | R                 | R Square | Adjusted R Square | Std.Error of the Estimate |
| 1             | ,674 <sup>a</sup> | ,454     | ,423              | 1.56655                   |

a. Predictors: (Constant),DER,SIZE,DER.ROE,SIZE.ROE

Source: Data processing outcomes, 2023

Based on the aforementioned test findings, the correlation calculation yielded a result of 0.674 with a 5% error, or  $\alpha = 0.05$ . As a result, the strong criteria are where the value is found. This indicates a very strong empirical association between the factors of human resource development (X1) and job placement (X2) on employee job satisfaction (Y).

**Determination Test Results**

**Table 5. Test of Determination**

| Model Summary |                   |          |                   |                           |
|---------------|-------------------|----------|-------------------|---------------------------|
| Model         | R                 | R Square | Adjusted R Square | Std.Error of the Estimate |
| 1             | ,674 <sup>a</sup> | ,454     | ,423              | 1.56655                   |

a. Predictors: (Constant),DER,SIZE,DER.ROE,SIZE.ROE

Source: Data processing outcomes, 2023

The value of the R Square, or coefficient of determination, is 0.454, as can be seen from the table above. When the R number is squared, it equals  $0.674 \times 0.674$ , which, when rounded to 0.454 or 45.4%, equals 0.454276. Therefore, it can be inferred that 67.4% of employee job satisfaction can be attributed to human resource development and work placement. While other factors that were not considered in this study have an impact on the remaining portion ( $100\% - 67.4\% = 32.6\%$ ).

**Multiple Linear Regression Test Results**

**Table 6. Multiple Linear Regression Test**

| Model                      | Coefficients <sup>a</sup> |            |                             |                           |       |      |
|----------------------------|---------------------------|------------|-----------------------------|---------------------------|-------|------|
|                            | B                         | Std. Error | Unstandardized Coefficients | Standardized Coefficients | t     | Sig. |
| (Constant)                 | 7,647                     | 3,331      |                             |                           | 2,296 | ,028 |
| Human Resource Development | ,345                      | ,148       |                             | ,385                      | 2,324 | ,026 |
| Work Placement             | ,214                      | ,100       |                             | ,355                      | 2.145 | ,039 |

Dependent Variable : Employee Job Satisfaction

Source: Data processing outcomes, 2023

The value of the multiple linear regression equation in this study is as follows, as can be seen from the table above:  $a = 7.647$   $b_1 = 0.345$   $b_2 = 0.214$  As a result, the following multiple linear regression equation is found for the two factors (human resource development and job placement):  $Y^* = 7.647 + 0.345X_1 + 0.214X_2$  It is recognized that work placement (Variable  $X_2$ ) and human resource development (Variable  $X_1$ ) have a favorable relationship based on the aforementioned equation. As long as there is a balance between Work Placement ( $X_2$ ) and Human Resource Development ( $X_1$ ), employees of PT. Administrative Development will be more satisfied with their jobs. Compared to work placement, which has a regression coefficient of 0.214, human resource development has a regression coefficient of 0.345.

**Hypothesis Test Partial Test Results (t test)**

**Table 7. T test**

| Coefficients <sup>a</sup>  |                             |            |                           |       |      |
|----------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model                      | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|                            | B                           | Std. Error | Beta                      |       |      |
| (Constant)                 | 7,647                       | 3,331      |                           | 2,296 | ,028 |
| Human Resource Development | ,345                        | ,148       | ,385                      | 2,324 | ,026 |
| Work Placement             | ,214                        | ,100       | ,355                      | 2.145 | ,039 |

Dependent Variable :  
 Employee Job Satisfaction

Source: Results of data processing, 2023

**Simultaneous Test Results (f test)**

**Table 8. Test f**

| ANOVA <sup>a</sup> |                |    |             |        |                   |
|--------------------|----------------|----|-------------|--------|-------------------|
| Model              | Sum of Squares | Df | Mean Square | F      | Sig.              |
| Regression         | 71,581         | 2  | 35,791      | 14,584 | .000 <sup>b</sup> |
| Residual           | 85,892         | 35 | 2,454       |        |                   |
| Total              | 157,474        | 37 |             |        |                   |

Dependent Variable : Employee Job Satisfaction

Predictors : (Constant), Work Placement, Human Resource Development

Source: Data processing outcomes, 2023

Based on the calculations mentioned above, the Fcount of the variables human resource development ( $X_1$ ), job placement ( $X_2$ ), and employee job satisfaction ( $Y$ ) is calculated to be 14.584. The error level is then set at 5%. Ftable can be found based on dk, with quantifier = k and denominator = (nk-1). As a result, we have Ftable = 3.26 with dk quantifier = 2 and dk denominator = 36. The variables Human Resource Development ( $X_1$ ) and Job Placement ( $X_2$ )



are practical for measuring Employee Job Satisfaction (Y), according to these results. This is due to  $F_{count} > F_{table}$  ( $14.584 > 3.26$ ), which is the case.

### **Conclusion**

Based on the study's findings, it can be concluded that the improvement of human resources has a good and significant impact on employee job satisfaction. According to the study's findings, there is a positive and significant relationship between employee job satisfaction and job placement.

### **Suggestion**

Because human resources are the most crucial component of any organization and have a significant impact on job satisfaction in PT, it is expected that the management of the PT Bina Administrative Branch of the VIDEOTRON Bandung Division will pay more attention to developing its people resources. When it comes to job placement for its employees, Bina Administration Branch of VIDEOTRON Bandung Division must also pay attention; if it is not appropriate, it will negatively impact employee job satisfaction, which could be fatal for the business; however, if the placement is appropriate, it will produce satisfaction for both the employees and the business. The aims of the organization will soon be attained if PT. Administrative Development for the VIDEOTRON Bandung Branch Division pays greater attention to employee job satisfaction. If workers believe that their jobs are excellent or get better, they will do excellent work as well. Therefore, businesses need to be aware of the factors that can improve employee job satisfaction.

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