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HUMAN RESOURCE DEVELOPMENT AND JOB PLACEMENT ON EMPLOYEE JOB SATISFACTION: AN EMPIRICAL STUDY AT A PRIVATE COMPANY IN JAKARTARizky Ilhami^{1a}, Muhammad Yusuf^{2b}¹Universitas Padjadjaran² Politeknik Praktisi Bandung
Rizky.ilhami@unpad.ac.id^a, myusufunpar@gmail.com^b**ARTICLE INFO**

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Rizky Ilhami (rizky.ilhami@unpad.ac.id)

ABSTRACT

This study sought to quantify the impact of job placement and human resource development on employee work satisfaction at the Private Company in Jakarta. 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^2) 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 F_{count} is bigger than F_{table} . 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**ABSTRAK**

Penelitian ini bertujuan untuk mengukur dampak penempatan kerja dan pengembangan sumber daya manusia terhadap kepuasan kerja karyawan di sebuah Perusahaan Swasta di Jakarta. Penelitian deskriptif dan asosiatif dengan pendekatan kuantitatif merupakan strategi yang digunakan dalam penelitian ini. Sebanyak 37 karyawan dijadikan sampel dalam penelitian ini, dengan menggunakan metode sampling jenuh. Uji validitas dan reliabilitas, regresi linier berganda dengan koefisien korelasi, determinasi, pengujian model penelitian, dan pengujian hipotesis penelitian digunakan dalam pendekatan analisis data. Pengembangan sumber daya manusia dan penempatan kerja berpengaruh terhadap kepuasan kerja karyawan sebesar 67,4%, menurut hasil uji koefisien determinasi (R^2) penelitian ini, dengan faktor tambahan di luar penelitian ini berpengaruh sebesar 32,6% sisanya. Menurut uji koefisien korelasi berganda, nilai R sebesar 0,674 menunjukkan bahwa terdapat hubungan yang sangat kuat antara kepuasan kerja karyawan dengan pengembangan sumber daya manusia dan penempatan kerja. Temuan uji F , khususnya nilai $14,584 > 3,26$, menunjukkan bahwa F_{hitung} lebih besar dari F_{tabel} . Faktor penempatan kerja dan pengembangan sumber daya manusia memiliki dampak yang menguntungkan dan signifikan terhadap kepuasan kerja karyawan.

Kata kunci: Pengembangan Sumber Daya Manusia, Penempatan Kerja, Kepuasan Kerja Karyawan**A. 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.

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 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.

B. RESEARCH METHODOLOGY

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 Jakarta 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.

C. RESULT 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 Parameters, b	<u>Mean</u>	0000000
	std. Deviation	1.52361842
	absolute	.087
One-Sample Kolmogorov-Smirnov		
Residual Unstandardized Test		
Most Extreme Differences Positive	Positive	.087
	Negative	-.077
Test Statistics		,0,87
asyp. 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 ^a	,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 ^a	,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 0.674×0.674 , 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

Coefficients ^a					
		Unstandardized Coefficients	Standardized Coefficients		
Model	B	Std. Error	Beta	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 X2) and human resource development (Variable X1) have a favorable relationship based on the aforementioned equation. As long as there is a balance between Work Placement (X2) and Human Resource Development (X1), 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 ^a					
		Unstandardized Coefficients	Standardized Coefficients		
Model	B	Std. Error	Beta	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: Results of data processing, 2023

Simultaneous Test Results (f test)**Table 8. Test f**

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	71,581	2	35,791	14,584	.000 ^b
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 (X1), job placement (X2), 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 (X1) and Job Placement (X2) are practical for measuring Employee Job Satisfaction (Y), according to these results. This is due to Fcount > Ftable (14.584 > 3.26), which is the case.

D. 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. 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 Private Company in Jakarta will pay more attention to developing its people resources. When it comes to job placement for its employees, Bina Administration Branch of VIDEOTRON Jakarta 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 Jakarta 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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