



Investigating the Impact of Employee Placement and Organizational Loyalty on Workforce Efficiency: An Analytical Study at the Palembang Prosecutor's Office

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Abstract This study aimed to investigate the impact of job placement and job loyalty on employee performance at the Palembang State Attorney's Office. The research background indicates that effective human resource management, including proper job placement and fostering job loyalty, is essential for organizational success, especially in law enforcement agencies where performance directly affects public service delivery. The population comprised all 134 employees at the office. The sample was selected using purposive sampling, excluding Echelon III (Head of the District Attorney), Echelon IV (Head of Section), and Echelon V (Head of Affairs) positions, as these are determined by the Attorney General's Office of Indonesia. The respondents included 117 employees in functional and executive roles. Multiple linear regression analysis revealed that both job placement and job loyalty positively and significantly affect employee performance. It is recommended that job placement be evaluated to ensure alignment with employees' educational levels. Additionally, while loyalty to work is essential, not all tasks require teamwork. The Palembang State Prosecutor's Office is encouraged to provide job-specific training to enhance employee performance. The study concludes that optimizing job placement and encouraging job loyalty can significantly enhance the overall performance of employees, leading to better organizational outcomes.

Keywords: Employee Performance, Job Placement, Job Loyalty

INTRODUCTION

Human resource development is crucial for a company's or organization's success in achieving its objectives. Therefore, enhancing human resource development is essential. In the current era of globalization, high-quality human resources are in great demand and are a driving force for companies to advance and grow (Tafese Keltu, 2024). Effective planning for human resource development is necessary to achieve the desired outcomes (Phuong & Vinh, 2023).

The District Attorney's Office (commonly abbreviated as Kejari) is a work unit within the prosecutor's agency located in the capital city of a regency. It is led by the Chief District Attorney, appointed by the Attorney General of the Republic of Indonesia, and its jurisdiction covers the regency. The Kejari is accountable to the High Prosecutor's Office in the provincial capital, which oversees the provincial area, and ultimately to the Attorney General's Office of the Republic of Indonesia. The District Attorney's Office plays a key role in executing state power in law enforcement, particularly in prosecution. All its officers operate as a unified entity. Effective law enforcement necessitates the active participation of law enforcement officials from various agencies.

As a law enforcement agency, the Palembang State Prosecutor's Office must implement an effective employee placement system that aligns with one of its primary missions: to enhance the prosecutor's office's performance, making it more effective, efficient, transparent, accountable, and optimal. This objective is outlined in the 2020-2024 Strategic Plan (Renstra) for the Palembang State Attorney's Office. The Renstra, developed in line with the National Long-Term Development Work Plan (RPJPN), encompasses the vision, mission, goals, strategies, policies, programs, and development activities to be executed according to the duties and functions of the Palembang State Attorney's Office.

The Palembang State Attorney's Strategic Plan for 2020-2024 was established through Attorney General Regulation PER-010/A/JA/06/2015 on June 15, 2015, and subsequently amended by Attorney General Regulation Number PER-007/A/JA/08/2016 on August 4, 2016, and Attorney General Regulation of the Republic of Indonesia Number 12 of 2020 concerning the Strategic Plan of the Attorney General of the Republic of Indonesia for 2020-2024. During the 2020-2024 RENSTRA period, the Palembang State Attorney's Office formulated a performance agreement in 2022 that aligns with its established directions and objectives. The performance targets set for 2022 refer to the goals outlined in the 2020-2024 Strategic Plan and the 2022 Work Plan (Renja), which will serve as the foundation for the 2022 Performance Report of the Palembang State Attorney's Office.

Two Palembang State Attorney's Office performance indicators fell short of the expected targets. Firstly, the performance indicator for the percentage of Indonesian Prosecutor's Office officers within the Palembang State Attorney's jurisdiction in 2022 who possess competency and expertise certification had a target of 60%, but only 48.15% was achieved, failing to meet the performance goal. This suggests that some Palembang State Attorney's Office employees perform their duties and hold positions without the appropriate competence and expertise.

Secondly, the performance indicator for the percentage of resolved general crime cases that have obtained permanent legal force and have been executed fell short of the target. The Palembang State Attorney's 2022 performance target was 95%, but only 91.49% was achieved. This shortfall in meeting performance expectations in resolving and executing general criminal cases indicates deficiencies in employee performance within the general crime unit. Various factors, including employee placement, can influence this performance outcome (Tian & Zhang, 2023).

The grand theory underlying this research is the Resource-Based View (RBV) of the firm, which posits that organizational performance is driven by the effective management of internal resources, including human capital. According to RBV, strategic human resource management practices such as optimal job placement and fostering job loyalty are crucial for building a sustainable competitive advantage through enhanced employee performance. There were two performance indicators that fell short of the expected targets at the Palembang State Attorney's Office. Firstly, the performance indicator for the percentage of Indonesian Prosecutor's Office officers within the Palembang State Attorney's jurisdiction in 2022 who possess competency and expertise certification had a target of 60%, but only 48.15% was achieved, failing to meet the performance goal. This suggests that some Palembang State Attorney's Office employees are performing their duties and holding positions without the appropriate competence and expertise.

Discrepancies between required qualifications and actual conditions can impact the performance of the prosecutor's office. To address this, the office can offer training for employees lacking certification and for staff who have not mastered Microsoft applications, thereby enhancing overall performance. Training is an effective method for developing the necessary skills for employees to improve their work productivity and achieve the company's desired goals (Chalermchaikit et al., 2024). Employee placement must be executed properly to ensure that the

prosecutor's office meets its goals. Additionally, employees who are satisfied with their job placement will feel more comfortable and are likely to contribute their best efforts to the organization (Li et al., 2021). Conversely, placing employees in roles that do not match their educational background and work skills can lead to dissatisfaction and suboptimal work contributions (Baltrunaite et al., 2023).

The objectives of this research are to (1) assess the impact of job placement on employee performance, (2) evaluate the influence of job loyalty on employee performance, and (3) provide actionable recommendations for improving human resource management practices at the Palembang State Attorney's Office. The benefits expected from this research include enhancing the understanding of factors that drive employee performance, aiding in the development of more effective job placement strategies, and promoting a work environment that fosters loyalty and high performance among employees.

This research differs from previous studies by specifically focusing on the Palembang State Attorney's Office, a critical law enforcement agency in Indonesia. Unlike prior research that often generalizes findings across various sectors, this study thoroughly examines the unique human resource challenges and performance issues within a prosecutorial context. Additionally, this research incorporates the latest strategic plans and performance targets, providing contemporary insights and practical implications for enhancing employee performance in a legal and governmental framework.

RESEARCH METHODS

The research method employed in this study is a quantitative approach, utilizing multiple linear regression analysis to evaluate the relationships between job placement, job loyalty, and employee performance. The population consisted of all 134 employees at the Palembang State Attorney's Office, with a sample of 117 employees in functional and executive roles, excluding Echelon III (Head of the District Attorney), Echelon IV (Head of Section), and Echelon V (Head of Affairs) positions. Purposive sampling was used to ensure that the sample comprised employees whose positions were determined by the Attorney General's Office of Indonesia. Data were collected using structured questionnaires designed to measure job placement, job loyalty, and employee performance. These responses were then analyzed using multiple linear regression to determine the relationships between the variables. The study was conducted over a specified period, and the research was carried out directly at the Palembang State Attorney's Office.

RESULTS AND DISCUSSION

Research Results

1) The value of the job placement variable ($X_{t_{count\ 1}}$) is 5.348, and the significance value is 0.000, then the $>$ value is ($5.348 > 1.980$) or the value (Sig.) $0.000 < 0.05$. This means that job placement has a significant effect on employee performance at the Palembang State Attorney's Office. This proves that the first hypothesis of job placement has a positive and significant effect is acceptable. $t_{count} > t_{tabel}$

2) The value of the work loyalty variable ($X_{t_{count\ 2}}$) is 6.932, and the significance value is 0.000, then the $>$ value is ($6.932 > 1.980$) or the value (Sig.) $0.000 < 0.05$. This means that work loyalty significantly affects employees' performance at the Palembang State Attorney's Office. This proves that the second hypothesis of job loyalty has a positive and significant effect is acceptable. $t_{count} > t_{tabel}$

Discussion

The Effect of Job Placement on Employee Performance at the Palembang State Attorney's Office

The results of the analysis obtained in this study show that job placement has a positive and significant effect on employee performance so the first hypothesis can be accepted. The results of this study are in line with the results of research from (Adesola & Oyeniya, 2023; Baltrunaite et al., 2023; Dinata, 2022; Hassan & Ogunkoya, 2020; Jones, 2020; Jung & Lee, 2022; Khaafidh, 2023; Lefkowitz, 2020; Nunley & Pugh, 2021; Olusegun & John, 2020; Pandey, 2022; T. T. Phuong & Ha, 2022; T. T. K. Phuong & Vinh, 2022; Ponto, 2023; Prihatini & Amri, 2023; Sumarno & Yusran, 2023; Vrinda & Jacob, 2020; Zhao et al., 2024) which shows that job placement has a positive and significant effect on employee performance.

Respondents' feedback on the alignment between employee job placements and their level of education and educational background indicated the lowest scores. This suggests that there may be a mismatch between the job placements of Palembang State Attorney employees and their educational qualifications. According to direct interviews with several employees at the Palembang State Attorney's Office, they expressed that their current job placements do not correspond to their educational levels. For example, some employees with a Bachelor's degree are still in positions that typically require a high school education. This discrepancy is partly due to these employees passing the Civil Service Entrance Exam (CPNS) for high school-level positions. Additionally, employees with 1-5 years of experience have not seen adjustments in their job placements based on their educational qualifications.

Respondents' feedback regarding the alignment of employee job placements with their positions indicated the highest levels of satisfaction. This suggests that job placements at the Palembang State Attorney's Office are appropriately matched to employees' positions. The office's job placement process ensures that employees are assigned positions corresponding to their class and rank, as per the organizational structure.

The Effect of Work Loyalty on Employee Performance at the Palembang State Attorney's Office

The results of the analysis obtained in this study show that work loyalty has a positive and significant effect on employee performance, so the second hypothesis can be accepted. The results of this study are in line with the results of research from (Adesola & Oyeniya, 2023; Budur & Poturak, 2021; Chen & Tsui, 2023; Fitriana, 2023; Guillon & Cezane, 2023; Gustara & Adiwati, 2021; Kadarisman & Darna, 2022; Khan & Daniyal, 2020; Khuong & Linh, 2020; T. T. K. Phuong & Vinh, 2022, 2023; Saban & Basalamah, 2020; Saeed, 2021; Zuhriatusobah, 2020) shows the results that work loyalty has a positive and significant effect on employee performance.

Based on respondents' responses to the indicator, my colleagues and I always worked together to complete the work ordered by my superiors to show the lowest score. It is suspected that some of the work given does not have to be done together but must be done individually. This shows that employees at the Palembang State Attorney's Office must also be required to be able to work together with the team and individually. So employees need to be able to master what is a job desk which becomes a routine task and responsibility given and can meet the results in accordance with the expectations of the agency.

Respondents' responses to indicators that I can work with colleagues or other employees show the highest value. This shows that employees at the Palembang District Attorney's Office can work with fellow colleagues and other employees. Employees at the Palembang State Attorney's Office can establish good relationships with other fellow employees because establishing this good relationship will form a solid relationship between fellow employees. This is already very good

because the establishment of good relationships in carrying out work can provide good performance results in accordance with regulations and agency expectations.

CONCLUSION

The study found that job placement and job loyalty significantly and positively affect employee performance at the Palembang State Attorney's Office. Proper job placement, aligning employees' roles with their educational levels and skills, significantly enhances performance. Furthermore, fostering job loyalty through supportive work environments and professional development opportunities improves employee performance. The findings suggest that optimizing human resource management practices, specifically in job placement and loyalty-building strategies, can substantially improve organizational performance. Therefore, the Palembang State Prosecutor's Office should focus on evaluating and refining their job placement processes and continue building a work culture that promotes loyalty to enhance employee effectiveness and organizational outcomes.

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