

The Quality of Human Resources, Job Performance and Employee Loyalty

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Abstract--- *Job performance and employee loyalty as a concept of human resources that have been popular because it will influence the success of the company to achieve its goals. The company's objectives to be achieved should also be supported by quality human resources. The challenges facing the company are how to place employees in the right position, maximizing employees in accordance with the quality and needs of the company. This study aims to analyze and determine the effect of the quality of human resources on job performance and job loyalty. A total of 113 employees have been involved in this study. This study uses a path analysis tool through the SPSS program with a simple tiered regression analysis. The results showed that (1) the quality of HR has a real influence on job performance; (2) the quality of human resources has a real influence on employee loyalty; and (3) job performance has a real influence on employee loyalty.*

Keywords--- *Quality of Human Resources, Job Performance, Employee Loyalty.*

I. INTRODUCTION

The current era of globalization has created many changes and challenges that affect the private and public sectors throughout the world. This shows that the company's environment has faced competition, technological developments that are increasingly modern and sophisticated at the local and global level so that the phenomenon of performance and loyalty is a top priority in most businesses. The company is expected to have the right strategy through creativity and be able to innovate because the needs and desires keep changing. The company must act responsively to respond to it. Innovation can give a company success and ability to survive and compete. Innovation requires people who are creative, independent, have high morale, take the initiative to find and produce ideas, methods, systems, products. In other words, it is recognized that the quality of human resources (HR) is a determinant of the company's success. HR in a company, namely employees.

Employees as a determining factor for effective company implementation in addition to supporting facilities and infrastructure. In addition, efforts to achieve the company's vision and mission are determined by the quality of HR (Handoko dan Darmawan, 2004). Therefore, companies must carry out the management and development of HR in a

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professional and planned manner. The system has been run by the company since the initial stage of recruitment in order to obtain qualified employees who have competencies that are in accordance with company needs.

Companies also need to pay attention to how job satisfaction with their work (Bruck *et al.*, 2002; Turkyilmaz *et al.*, 2011; Al Hakim, 2014), physical and emotional involvement of employees in their workforce (Gruman and Saks, 2011; Agarwal, 2014) and how employees work loyalty towards companies (Duboff and Heaton, 1999; Ibrahim and Al Fambat, 2014). The statement shows that companies will develop more and have greater opportunities when they are able to choose the right employees, qualified because they can support employees to provide better performance.

Job performance affects overall company performance and according to Lee *et al.* (2016) and Darmawan (2009), company performance will be better if its employees show a loyal attitude. Qualified employees certainly have good work competence, attitude and behavior because it is part of the quality of human resources (Khasanah *et al.*, 2010).

Competence can provide competitive performance against work performed by employees (Spencer and Spencer, 1993; Bouter *et al.*, 2003; Arifin *et al.*, 2017; Arifin *et al.*, 2019). Job performance can be judged by how competence (Cila and Benjamin, 1998; Darmawan *et al.*, 2019) and job performance can be improved because of the competency possessed (Thierauf, 2008). In addition, performance can be strongly influenced by work communication (Darmawan, 2014; Sinambela *et al.*, 2019; Putra *et al.*, 2019). Furthermore, attitude as a factor that influences one's personality, especially when in the workplace (Waryszak and King, 2001), company environment (Mardikaningsih, 2016; Darmawan, 2015) and behavior can affect job performance (London, 1983). Thus the attitudes and behavior of employees are interconnected with performance (Fisher, 1980; Andayani *et al.*, 2010). According to Philip and Lord (1981) and Lord *et al.* (1984) behavior and attitude can influence job performance improvement. Employee behavior and attitudes can be empowered and developed through job training and human resource development programs (Darmawan, 2012). The statement shows that training and development as an individual process to make changes to skills, knowledge, attitudes, behavior and development that are useful to provide opportunities for employees to develop more and not just focus on skills (Robbins and Delenzo 1998). Rowden and Conine (2005) and Al Hakim *et al.* (2019) states that training and development that can provide benefits to employees have an influence on satisfaction and loyalty.

Job loyalty is also influenced by job performance. One part of job performance is independence. Independence provides opportunities for satisfaction, achievements that can ultimately result in a positive attitude and high employee loyalty (Turner and Lawrence, 1965). Spector's (1986) also states that independence is related to the low intention of employees to leave the company so that it will increase motivation and job satisfaction. Thus the independence of employees about how and when to do their jobs is more responsible so that it will bring up work attachments which in turn can support employees to stay with the company. But this is possible if the performance appraisal system runs effectively and objectively. Deviations will only lead to indications of work stress, job satisfaction, decreased motivation and organizational commitment (Palembeta and Arifin, 2014; Darmawan, 2015; Mardikaningsih *et al.*, 2017; Hariani *et al.*, 2019). Thus it is necessary to observe the influence of the quality of human resources and job performance on employee loyalty. From the background description previously explained, the

researcher is interested in taking the topic "The Quality of Human Resources, Job Performance and Employee Loyalty."

II. LITERATURE REVIEW

Quality of Human Resources

Traditionally, human resources (HR) are more commonly referred to as workers who have an important role to support and ensure sustainable economic growth. This shows that (1) HR as an economic supporter; (2) Quality human resources are needed and used to achieve efficiency. Both are interrelated problems because as a determinant of success. This statement was supported by Becker (1962, 1975); Mincer (1962, 1974); Schultz (1961, 1963) which states that HR theory focuses on achievement and how to survive when facing competition. Inefficient use of human resources can also increase labor costs. Hrab (2014) states that the quality of human resources is a professional and skilled human resource at work. Hrab (2014) also believes that there are several characteristics of quality human resources, including (1) having the knowledge and expertise used to face challenges, simple, complex problems. Professional human resources must be able to solve problems calmly and fairly; (2) possess effective oral and written communication skills; (3) disciplined and able to manage time; (4) trustworthy, professional human resources must be trustworthy so as to give credibility to themselves; (5) be objective when assessing problems related to work incidents or employee problems based on facts and have the skills to solve problems in a variety of situations and the decisions taken must be based on facts rather than concerned with emotions; (6) able to train, develop and as a mentor. According to Eiglier and Langeard (1987) the quality of human resources consists of three indicators, including (1) competence; (2) effort result; and (3) behavior and attitude.

Job Performance

Performance as a basic concept of a person to differentiate parts of the performance process which consists of behavioral involvement towards the desired outcome (Borman and Motowidlo, 1993; Campbell *et al.*, 1993; Roe, 1999). The concept of performance can be learned by evaluating and implementing overall performance management. Performance evaluation is the process of grouping certain results with a predetermined time period (Coens and Jenkins, 2002). Armstrong (2009) explains that performance is not only judged by its results but must also be seen from its behavior. According to Campbell (1990) the behavior is shown by one's actions to finish work and how the consequences of one's work behavior as a result. This shows that the involvement of behavior and the results obtained are interconnected (Borman and Motowidlo, 1993). Job performance can be assessed through the provision of company performance standards (Darmawan *et al.*, 2018) and job performance can be said to be good if it is able to show how productivity, efficiency and effectiveness when working, quality of work produced, profitability (Ahuja, 2006). Productivity is expressed as a comparison between output and input (Stoner *et al.*, 1995; Putra *et al.*, 2017). Efficiency is demonstrated by the use of minimal resources but the results to be obtained are in line with expectations and effectiveness as the achievement of desired goals through ability (Stoner, 1996). Quality as the characteristics of a product or service that is able to meet the expected needs (Djati and Darmawan, 2005). Profitability is shown by the ability to earn profits consistently with a predetermined time period (Wood and

Stangster, 2002). Efforts to assess job performance should focus on evaluating behavior and performance rather than on how the employee's personality (O'Donnell and O'Brien, 1999).

There are several definitions of job performance according to several opinions, including (1) Darden and Babin (1994) states job performance is an assessment procedure that has been applied by the company as a determinant of the ability and work results of an employee; (2) Deadrick and Gardner's (1997) put forward job performance as a breakdown of the achievement of results based on job functions, how many time periods are specified; (3) Cardy (2004) and Lepak *et al.* (2007) explained that job performance is the result and what has been achieved through effort and behavior that is adjusted to the goals of the organization and the employee as the controller; (4) Shields (2016) states that job performance as a stage for an employee to carry out their duties and responsibilities towards work. Of the several definitions that have been described previously, the conclusion of job performance is the achievement of employee work after or during completing tasks and responsibilities through effort and adjusted to what has been set by the company for the achievement of objectives. According to Robbins and Judge (2017) job performance consists of five indicators, including (1) quality of work; (2) quantity of work; (3) timeliness; (4) effectiveness; and (5) independence.

Employee Loyalty

Every company takes various approaches to increase loyalty (Hiltrop, 1995) and one of them is through work policies because it has the opportunity to produce employees who are more loyal and committed (Finney, 1996). Work policies consist of flexible work schedules, family leave policies, and other policies with the aim of fixing demands that are contrary to work. The statement is also supported by Hochgraf (1995) that the work policies provided will lead to increased loyalty. Employee loyalty is not only measured by how long the employee works but how employees' commitment when working must also be considered. Employee job loyalty in an organization for a long period of time so their tendency to find and accept new jobs is also reduced (Guillon and Cezanne, 2014). The employee loyalty shown is also supported by a strong desire to continue the membership of a company, organization (Turkyilmaz *et al.*, 2011), work based on the company's vision and values (Durking, 2007), have maximum efforts in the interests of the company (Becker *et al.*, 1995) and there is a willingness to work overtime (Guillon and Cezanne, 2014). Guillon and Cezanne (2014) state that each company understands that the company's value is formed from the employee loyalty of its employees. Conversely, low employee loyalty will harm and cause problems such as loss of trust, inefficient work done, absenteeism and high employee turnover intentions.

There are several definitions of employee loyalty in the opinion of experts and researchers, including (1) Hirschmann (1970) reveals that employee loyalty is an attitude that motivates to argue, express and avoid leaving the organization at this time; (2) Podsakoff *et al.* (2000) states employee loyalty is a willingness to support organizational goals and stay with the organization despite difficult and challenging conditions; (3) Koç (2009) suggests employee loyalty as the attitude of someone who strives for the benefit of the organization rather than the interest in his own interests and feels that he has an organization now; (4) Wan (2012) explains employee loyalty is a person's psychological attachment or commitment to his organization; (5) Guillon and Cezanne (2014) describe employee loyalty as a relationship based on trust, a strong sense of belonging and are willing to stay afloat for the organization. From several

definitions that have been described previously, the conclusion of employee loyalty is the attitude of employees who are willing to survive, provide support for the achievement of company goals through positive efforts and make the company's interests a priority because of psychological attachment. According to McCarthy (1997) employee loyalty consists of four indicators, including (1) intention to survive; (2) willing to work hard; (3) there is a sense of belonging; and (4) willing to be more responsible.

Conceptual Framework

The conceptual framework of research as the relationship between one concept to another concept of the problem to be studied. Based on the results of the study (1) HR quality has a significant effect on job performance (Spencer and Spencer, 1993; Martin, 2002; Bani and AlHawary, 2009; Block, 2009; Kanfer *et al.*, 2010; Sethela and Rosli, 2011; Khan *et al.*, 2014); (2) HR quality has a significant influence on employee loyalty (Bassi *et al.*, 1996; Bassi and Van Buren, 1997; Vorhies and Harke, 2000; Oakland and Oakland, 2001; Jones *et al.*, 2004); and (3) job performance has a significant effect on employee loyalty (Parker *et al.*, 2001; Kim and Stoner, 2008; Karim, 2010).

Research Hypothesis

The researcher establishes three hypotheses that will be explained in this study, namely (a) quality of HR has a significant influence on job performance; (b) quality of HR has a significant influence on employee loyalty; and (c) job performance has a significant effect on employee loyalty.

III. RESEARCH METHODS

Surveys and ex post facto are types of this research. The analytical tool used is path analysis through the SPSS program with simple tiered regression analysis. The study was conducted at a state-owned company located in one of the districts in West Java. At the beginning of 2018, there were 1,133 employees and 1,122 of them were permanent employees. The rest are trainees and honorary employees. Based on the level of education, high school-level educated employees dominate the number. This relates to the company's operational activities, especially in the production division. The sample is planned to be taken in part from 567 employees with executive positions. Researchers assign as many as 20 percent of 567 employees and taken in the production division. Thus the total sample of 113 people.

The variables examined in this study, namely the quality of HR (X), job performance (Y) and employee loyalty (Z). The explanation of the three variables is as follows. The quality of human resources is a professional and skilled human resource (Hrab, 2014). Indicators of the quality of human resources are (1) competence; (2) effort result; (3) behavior and attitude (Eiglier and Langeard, 1987). Job performance is the achievement of the work of production division employees after or during completing tasks and responsibilities through effort and adjusted to what has been set by the company for the achievement of objectives (Darden and Babin, 1994; Deadrick and Gardner's, 1997; Cardy, 2004 and Lepak *et al.*, 2007; Shields, 2016). Indicators of job performance are (1) quality of work; (2) quantity of work; (3) timeliness; (4) effectiveness; and (5) independence (Robbins and Judge, 2017). Employee loyalty is the attitude of production division employees who are willing to persevere, provide support for achieving goals through positive efforts and make company interests a priority because of psychological attachment (Hirschmann, 1970; Podsakoff *et al.*, 2000; Koç,

2009; Wan, 2012; Guillon and Cezanne, 2014). Indicators of employee loyalty are (1) intention to survive; (2) willing to work hard; (3) there is a sense of belonging; and (4) willingness to be more responsible (McCarthy, 1997).

Source of data used in this study consisted of primary data and secondary data. In this study primary data were obtained from distributing questionnaires directly to production division employees. The answer from the questionnaire uses a Likert scale, there are eight alternative answers set, which is very much agree (8); strongly agree (7); agree (6); somewhat agree (5); disagree (4); disagree (3); strongly disagree (2); strongly disagree at all (1). Secondary data is a source of research data obtained indirectly through intermediary media (obtained from other parties).

IV. RESULTS AND DISCUSSION

The data collected came from 113 employees as respondents. The results of the validity test shown in Table 1 show that all statement items given to respondents show the value of corrected item-total correlation > 0.3 then all items of the statement are declared valid.

Table 1: Validity Test

No	Variables	Statement Topics	Corrected item- total correlation
1.	Quality of Human Resources (X)	General skills	0.685
		Specific Skills	0.695
		Knowledge of work	0.418
		Learning process	0.622
		Effortlessness	0.585
		Employee appearance	0.515
		Enthusiasm	0.575
		Perseverance	0.519
		Obedience	0.555
		Feelings of working conditions	0.303
2.	Job Performance (Y)	Quality of work	0.508
		Work quantity	0.508
		Promptness	0.450
		Effectiveness	0.430
		Independence	0.534
		General work behavior	0.584
3.	Employee Loyalty (Z)	The desire to survive	0.628
		Don't want to switch jobs	0.539
		Willing to work hard	0.536
		Showing morale	0.490
		There is a sense of belonging	0.508
		Preserve the reputation of the corporation	0.530
		Willing to work more	0.450
		More responsible	0.532

Source: SPSS Output

From Table 2 below it is identified that each variable, namely the quality of human resources, job performance and employee loyalty have a Cronbach alpha value > 0.6. Thus, all variables based on the reliability test are stated reliable.

Table 2: Reliability Test

No	Variables	Cronbach's alpha	Status
1	Quality of Human Resource	0.845	Reliabel
2	Job Performance	0.753	Reliabel
3	Employee Loyalty	0.811	Reliabel

Source: SPSS Output

Regression results for the influence of the quality of human resource variable (X) on job performance (Y) as in Table 3 below.

Table 3: The Effect of Human Resources Quality on Job Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.788	2.666		1.421	.158
	X	.537	.043	.764	12.456	.000

Source: SPSS Output

The significance value obtained is 0.00 which is smaller than 0.05. The quality of human resources has a significant effect on job performance. Table 4 shows R Square of 0.583. The contribution of the quality of human resources amounted to 58.3% while the remaining 41.7% came from variables not included in the study. The value of e_1 is 0.646.

Table 4: Coefficient of Determination of Quality of HR Contribution to Job Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.764 ^a	.583	.579	2.944

Source: SPSS Output

Regression results for the influence of the quality of human resources variable (X) and job performance (Y) on employee loyalty (Z) as in Table 5 below.

Table 5: The Effect of Quality of HR and Job Performance on Employee Loyalty

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	6.510	2.009			3.241	.002
	X	.504	.050	.633		10.100	.000
	Y	.366	.071	.324		5.168	.000

Source: SPSS Output

The significance value obtained is 0.00 which is smaller than 0.05. The quality of human resources has a significant effect on employee loyalty. In addition, job performance has a significant effect on employee loyalty. Table 6 shows R Square of 0.820. The contribution of the quality of human resources and job performance was 82% while the remaining 18% came from variables not included in the study. The e_2 value is 0.424.

Table 6: Coefficient of Determination of Quality of HR and Job Performance to Employee Loyalty

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.905 ^a	.820	.816	2.199

Source: SPSS Output

Based on these results it can be stated that the direct influence of the quality of human resources significantly on job performance amounted to 0.764 and e_1 value of 0.646. The direct effect of job performance significantly on employee loyalty is 0.324. The direct effect of the quality of human resources significantly on employee loyalty is 0.633. The indirect effect of the quality of human resources on employee loyalty through job performance is 0.247. The total effect of the variable quality of human resources on employee loyalty is 0.880. The value of the indirect effect is smaller than the value of the direct effect. These results indicate indirectly the quality of human resources through job performance has no significant effect on employee loyalty.

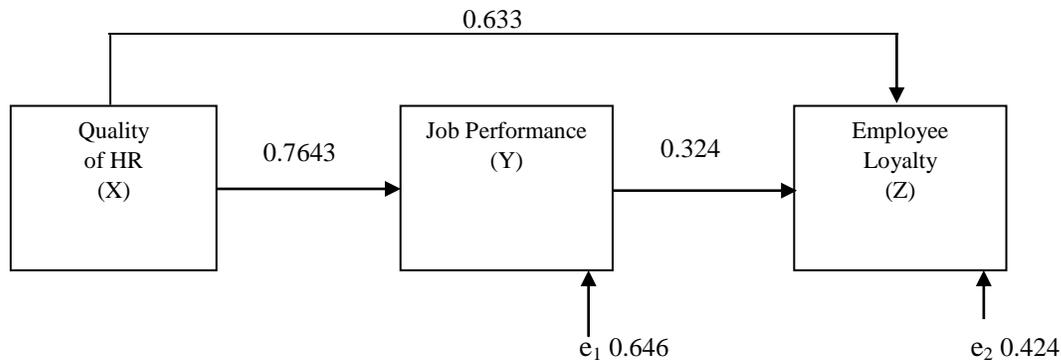


Figure 1: Path Analysis

Based on the results obtained from respondents' answers through questionnaires that have been distributed and the results of a simple tiered regression analysis, it can be stated that the variables that affect job performance are HR quality and variables that affect employee loyalty, namely HR quality and job performance. The results based on the first hypothesis prove that HR quality has a significant influence on job performance (Spencer and Spencer, 1993; Bani and AlHawary, 2009; Block, 2009; Kanfer *et al.*, 2010; Sethela and Rosli, 2011; Khan *et al.*, 2014). Management can provide training. Training can improve performance because it can provide benefits for companies and employees. These benefits such as employees will be more efficient and productive when working because it has been trained properly. Training can not only increase productivity but also provide motivation, inspiration to employees by giving them the opportunity to know that the work they do is very important and can provide information about what is needed to support the work (Anonymous, 1998). Training and development have a positive effect on the quality of knowledge, skills and competencies so as to enhance higher performance (Guest, 1997). In addition, Darmawan (2018) states that loyalty is influenced by two forms of sources, namely internal sources such as competence, professionalism, disciplinary behavior that shows compliance and external sources such as career development policies, organizational culture and work environment. The internal factor is an embodiment of the quality of human resources while the external factor involves company policy in managing its resources managerially. Thus strategically, these factors can be strengthened through strategic policies oriented to establishing long-term relationships between employees and the company.

The results based on the second hypothesis prove that HR quality has a significant influence on employee loyalty (Bassi *et al.*, 1996; Bassi and Van Buren, 1997; Vorhies and Harke, 2000; Oakland and Oakland, 2001; Jones *et al.*,

2004). Management can empower employees. Employee empowerment is a process in which employees at every managerial level are given the freedom to make decisions and take responsibility for the consequences of decisions taken (Conger and Kanungo, 1988; Page and Czuba, 1999; Jones, 2010). Employee empowerment provides opportunities for employees to play an active role when making decisions. This is useful for taking company decisions as a whole and increasing the company's responsiveness to face changes, uncertainties due to environmental changes (Ignore, 2009). Empowerment undertaken certainly does not have the aim that employees act freely, are not responsible, but empowerment of employees provides arrangements for management and employees to work together in making decisions and they are all a team (Tug, 2010). Empowerment carried out provides benefits so that employees are more independent, competent, confident, more productive, more satisfied and help improve overall company efficiency (Potterfield, 1999). In addition, empowerment is significantly related to employee employee loyalty (Niehoff *et al.*, 2001).

The results based on the third hypothesis show that job performance has a significant effect on employee loyalty (Parker *et al.*, 2001; Kim and Stoner, 2008; Karim, 2010). Management can conduct performance appraisals. Performance appraisal as a stage used to identify, assess, evaluate, improve, motivate, value employees based on performance that has been done (Mondy and Noe, 2005). Performance appraisal must be based on a planned formal system that the company uses to periodically review and evaluate job performance. Performance appraisal can provide benefits to employees to be more developed and motivated (Anthony *et al.*, 2002). This shows that the performance appraisal process carried out by the company can provide information to employees about their performance level and find out their weaknesses. Employees expect feedback and guidance from management to take appropriate steps with the aim of improving their performance. The results of the performance appraisal that has been done can provide information to management when making decisions about compensation, promotions, termination of employment, awards, training that can give effect to satisfaction. Lau *et al.* (2008) states that job performance evaluation can help the company's success. Brown and Heywood (2005) support the previous explanation that performance appraisals that continue to be improved will have an effect on employee work loyalty.

V. CONCLUSION

Based on the results of the previous analysis and discussion, the conclusions from the results of this study, namely (a) the quality of HR has a significant effect on job performance; (b) the quality of HR has a significant influence on employee loyalty; and (c) job performance has a significant effect on employee loyalty.

Based on the results of the analysis, discussion and previous conclusions, there are some suggestions that can be given by researchers. To improve the quality of human resources, it can be started by (1) providing useful education to develop employee basic competencies, carried out with a long period of time and adjusted to the needs of the company; (2) carrying out various activities to support career development such as workshops, seminars, short courses, career training, career guidance programs, job rotation, job enrichment and promotion. Job performance can be improved through efforts (1) clearly communicating how the company hopes for the performance of its employees but remains adjusted to their competencies, ensuring that the performance appraisals carried out are consistent, employees must understand how their role is to help the company's success, providing a safe work environment.

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