

Analysis of the Effect of Job Placement and Internal Promotion on Employee Performance Through Job Loyalty as a Mediating Variable at PT. X

Ucok Wahyu Nurteja¹, Prihatin Lumbanraja², Yeni Absah³

¹Postgraduate Students, Department of Management, Faculty of Economics and Business at University of Sumatera Utara, Indonesia

^{2,3}Postgraduate Lecturer, Department of Management, Faculty of Economics and Business at University of Sumatera Utara, Indonesia

Corresponding Author: Ucok Wahyu Nurteja

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ABSTRACT

PT.X has problems with declining of employee performance throughout 2018 to 2019. This was allegedly due to the ineffective Job Placement and Internal Promotion program. This condition triggers the low level of employee loyalty to the company which is indicated by the high level of employee turnover, and ultimately employee performance has an impact on decreasing. The purpose of this study was to see the effect of Job Placement and Internal Promotion on Employee Performance through Job Loyalty. The research methodology used is descriptive quantitative with Path Analysis approach to answer the research hypothesis. The population of this study were all 69 employees. The results of the study found that the variables of Job Placement and Internal Promotion were not able to influence Employee Performance, while the Job Loyalty variable was able to mediate the variables of Job Placement and Internal Promotion on Employee Performance.

Keywords: *Job Placement, Internal Promotion, Job Loyalty, Employee Performance.*

INTRODUCTION

An important issue in human resource management (HR) is employee performance, because performance is very important in achieving targets and the success of a company. Hasibuan (2019), states that every company really needs

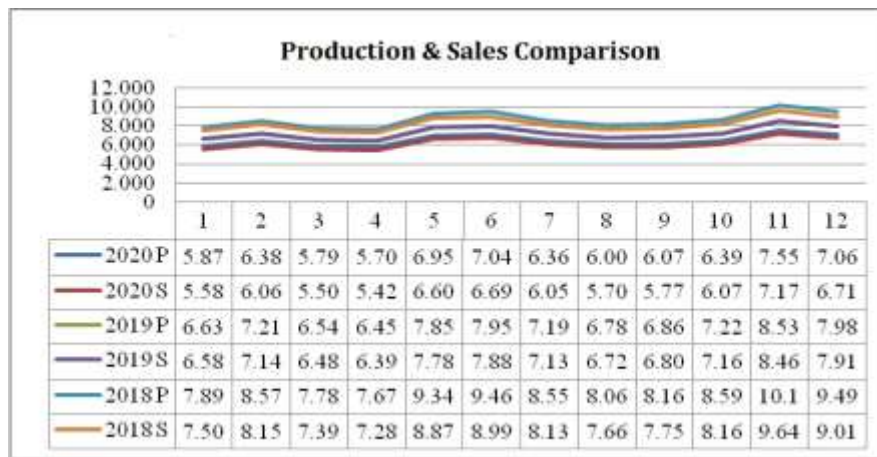
employees who really have the appropriate expertise, so that later they can master the tasks charged. In this case, Human Resource Management has a role in the management of employees owned by a company. A company must be able to optimize the capabilities of its employees, so that the performance of each individual employee can be carried out in accordance with company expectations.

At any time, every company will certainly face problems regarding human resources, especially performance. Because human resources are key company's success and performance is the benchmark. Every leader in the company must always strive so that every handling and effort made in the management of human resources can run optimally. With optimal management, performance will be achieved with a level of effectiveness and efficiency in accordance with company expectations. Likewise with PT. X is trying to optimize employee performance, in order to be able to achieve targets and success for the company.

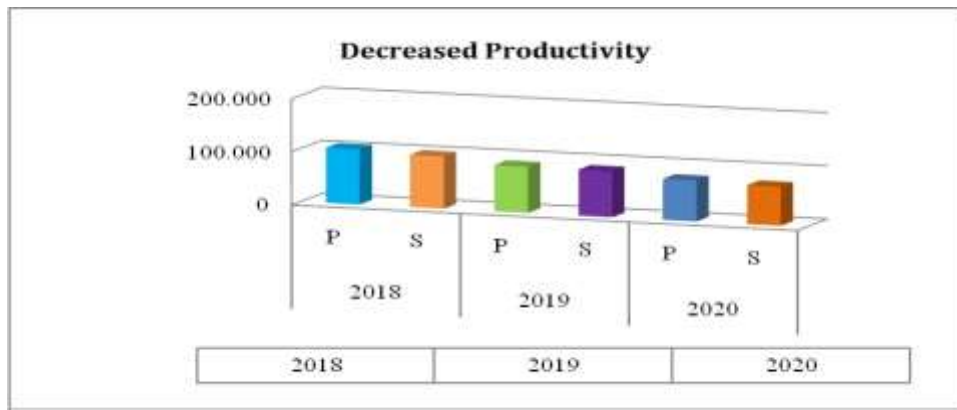
PT. X is a company engaged with a broad scope of operations comprising the procurement, processing, handling, shipping and marketing of a wide range of agricultural, food and energy products as well as related services covering; animal nutrition, cocoa and chocolate, agricultural

supply chains (grains and oilseeds), palm oil, sweeteners and texture makers based on starch, protein and global edible oil solutions. Currently PT. X experienced problems, where according to the company's management there has been a decrease in employee performance. This decline is seen based on several indications that have been set by management as a measurement of valuation. One of them is to see a decrease in performance from the achievement of annual targets or productivity perusahaan.

PT. X is a global company from the United States engaged in agricultural services, crops, livestock, food, health, pharmaceuticals and raw materials. PT. X has set targets to be achieved in the annual period. The achievement Data is one of the company's management references in assessing whether the performance is in the category of good, bad, increasing, stable or decreasing. The following graph decline in employee productivity at PT. X Indonesia:



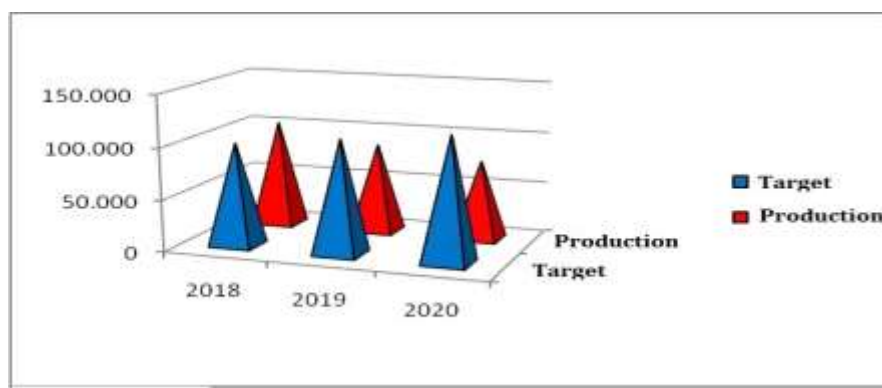
Description: P = Production S = Sales (in units of tons)



Source: PT. X (2021)

Figure 1 employee productivity PT. X from 2018 to 2020 there has been a decrease in productivity in the company, both from total production achievements and total achievements in sales. Data on total productivity achievement in the production section in 2018 recorded a total value of 103,770 tons, decreased in 2019 with a total value of 87,247 tons and continued to decline until 2020 with a total value of 77,210 tons. Likewise with the sales section

which experienced a decrease in productivity where in 2018 the sales section obtained a total value of 98,581 tons, then decreased in 2019 with a total value of 86,475 tons and continued to decline until 2020 with a total value of 73,349 tons. Data on the decline in productivity owned by the company can be used as a measuring tool has been a decline in performance in the company.



Source: Internal Company Data, 2022

Figure 2 Comparison of production targets and production of PT. X

Based on Figure 2, it can be seen that there was a decrease in the number of productions from 2018 to 2020. Meanwhile, as in general, the company makes targets that are increasingly higher from year to year. In 2018, the company targeted 100,000 tons of total production and obtained quite sweet results by slightly exceeding the given target of 103,770 tons of production. In 2019, the company set a target above 2018 of 110,000 tons of production. Determination is done in the hope that the company can achieve and even exceed these targets. However, the result obtained in 2019 was 87,274 tons of production and this amount did not reach the target set, not even reaching the target in the previous year. With full expectations and several evaluations, the company set a target for 2020 of 120,000 tons of production. However, the results obtained amounted to 77,210 tons of production. This number is further from the target set and does not even reach the target in 2018.

The process to obtain the best performance from employees is not easy and takes time, but must go through several stages of management and of course influenced by the employees themselves. Companies must be thorough and required to always innovate in HR management in order to produce employee performance with good categories. In order to obtain high employee performance, the company has made a number of efforts and observe the possibilities that become obstacles in the company. The results of the initial discussion of researchers with the

company's management assess there are obstacles in several ways that affect employee performance, i.e. associated with the promotion program of the company that determines the placement and development of employees. Currently companies want to see if job placement affects performance and promotion programs have been effective in encouraging employee performance. The company must also consider the amount of investment that has been spent to obtain ideal employees and have high performance. Because, the results obtained by the company must be higher than the efforts they make (Gasperz, 2011). This principle is used by industry to get the maximum benefit possible by utilizing existing resources, in this case employees. Job placement is one of the important factors in forming employees with high performance levels so as to encourage the achievement of company targets. Placement is an advanced process of employee recruitment but not a one-time activity. Siswanto (2012) said that the placement is one of the stages in the management of Human Resources (HR) after the selection, that workers who have met all the requirements and pass the selection and then placed in a position or position with responsibilities and tasks that have been determined. But this does not only happen to new employees, but also applies to Old employees in the form of; promotion, mutation and demotion.

Job placement is also carried out if there is a new assignment or changes in the areas of

work of the company and the evaluation of work so that it is required for the employee to get a new assignment. Job placement can be done repeatedly either to the same employee against several different job positions. The goal is to obtain the best human resources and right on the position placed. Companies and workers must understand the main purpose of the placement in the position to be occupied, authority and responsibility, job descriptions to what criteria are needed to achieve the goals of the company.

As expected by the entire company in job placement to employees and so for the employees themselves. "The right man in the right place" is how to put someone in the right place. In the face of increasingly fierce competition, companies must be able to put their employees in the right place/position and in accordance with their duties. If the company puts employees in the wrong place / position, it will have an impact on negative things that the company itself does not want. Such as failure in effectiveness, efficiency, increased productivity, and maintaining employee performance. Research results the research results of Muanja, et al (2017) show that job placement has a positive and significant effect on employee performance. Pratama (2015) shows that placement has a positive and significant effect on employee performance. It is said that "if employees do not have the appropriate competencies, then of course the results are not as expected". Handing over duties and responsibilities to someone who does not have the expertise in accordance with these duties and responsibilities, there is a high probability that there will be destruction. At PT. X currently has placements made on the basis of filling certain vacancies as a result of employee turnover. This situation occurs because of the considerable cost factor to recruit, train and adjust to new employees. Another factor that is also a highlight in the decline in employee performance at PT. X is an internal promotion program that is likely still not optimal. Internal promotion is a

form of appreciation, trust, and recognition from the company to the employee for the ability and proficiency of the employee. Promotion can be one of the insulins that give encouragement and motivation to employees to always strive to provide their best performance. the results of Zainudin's research (2019) show that promotion has a significant effect on employee performance. Likewise, the results of Sabar's research, et al (2017) show that job promotions have a positive and significant effect on employee performance.

Nurasnita (2018) in her research also states that promotion has a positive and significant effect on employee performance. The establishment of a good internal promotion program, the company and employees will jointly obtain positive things. Employees will strive to get internal promotions, so the company will also receive a positive impact from the employee's performance. With employees ' interest in internal promotional programs that are openly set by the company, employees will certainly focus on targets. Employees will strive to meet the target in competition to obtain the internal promotion. Here are the data on achieving the target value for employee promotion in one year.

Table 1 Promotion Employee Performance Achievement In 2021

Scope	Min	Med	Max	Average
Honesty	20	20	20	20
Skills	15	17	20	17.06
Discipline	15	18	20	18.03
Achievements	12	16	20	15.45
Leadership	13	18	20	17.39
Total Score	76	89	97	87.88

Source: PT. X, 2021

Based on Table 1 in accordance with information from PT. X , then:

1. There are 5 scope of assessment, namely: 1) honesty, 2) Skills, 3) discipline, 4) achievement, 5) leadership
2. Each weights the highest score is 20 and the lowest is 0
3. There are 69 employees rated promotion
4. The final criteria for the total score are:
 - a. Average score between $0 - 69 =$ " low"

- b. Average score between 70 – 85 = "Intermediate"
 - c. Average score between 86 – 100 = "high"
5. From 3 score classification criteria, there are 49 employees in the "high" Category, 20 employees in the "middle" category and no employees in the "low" category.

As the company in general, PT. X has also made strictures and procedures in obtaining internal promotions for employees, namely assessments based on honesty, skills, discipline, achievement and leadership. For PT. X, promotion plays an important role for every employee. In the honesty section, the Company expressly provides action for indications of dishonest attitudes, especially for those that have an impact on the company's losses. Based on the data of Table 1, preliminary information is obtained that the company always tries to be open in handling promotions. However, the targeted results of employees are still not in accordance with the expectations of the company where there are still many values that are below 90% while the achievement target is 100%. Of the 69 employees, only 23 employees meet the target promotion indicators set. In other words, there are still problems that must be managed so that the promotion program can be more optimal. Promotion means there is trust and recognition of the ability and proficiency of the employee concerned to occupy a higher position. If there is an opportunity for every employee to be promoted based on the principles of fairness and objectivity, employees will be encouraged to work hard, enthusiastic, disciplined, and perform work so that company goals can be optimally achieved. Promotion Program should provide information about the principles, basics, types and conditions of employees who can be promoted in the company concerned (Hasibuan, 2011). Therefore, the promotion must be publicly informed, whether principles, bases, types, requirements, or methods of employee

assessment that will be carried out within the company.

Promotions affect employee loyalty. The results of Sofyanureza (2018) research indicate that promotion has a significant effect on performance. Promotions have a significant effect on employee performance through employee loyalty. Internal promotion has an influence on employee loyalty, because with employee interest in internal promotional programs that are openly set by the company, employees will be more at home.

Promotion openness should be able to provide encouragement so that employees can always maintain their performance to the company and thus the company will also reward in the form of internal promotion to the employee if it meets the criteria set. However, these conditions do not apply to PT. X, therefore, the company's management still considers that internal promotion is still not able to encourage employee performance improvement or even promotion has no impact on employee performance.

In addition to decreased employee performance at PT. X, the company also experienced an increase in employee transfers to other companies. This indicates that loyalty to the company is also in a less good position. Loyalty is a loyal attitude shown by consistent acts of support and compliance to the company. The increase in the number of employee movements is also one of the indications of a decrease in employee loyalty. The following table increases employee turnover at PT. X:

Table 2 data of turn over PT. X

No	Year	Initial Amount	Final Amount	Turnover Rate (%)
1	2017	35	48	4,8
2	2018	46	58	7,6
3	2019	54	69	8,1
4	2020	62	72	11,9

Source; PT. X, (2021)

Based on the data, the results of discussions and observations together with the company's management, that the increase in employee turnover in the last four years is a problem and the situation can be attributed

to a decrease in employee loyalty at PT. X . In 2017 there was employee turnover of 4.8 %, in 2018 employee turnover was still the same amount of 7.6 %, then employee turnover increased in 2019 by 8.1%, so in 2020 it continued to increase until it reached 11.9%.Based on discussions with the company's management, it is stated that the turnover rate in similar companies is below 5%, where if the turnover rate is below 5%, then it shows that the employee turnover rate is good, conversely, if above 5% indicates that the company has a high employee turnover rate. Meanwhile, the turnover rate that occurs in PT. X throughout 2017 to 2020 was above 5%, except in 2017 which was at 4.8%.

In anticipation of this, the company has conducted an analysis in the handling of increased employee turnover. One of the efforts made by the company, among others, by adjusting the salary, incentives and facilities needed by employees, but until now still has not been able to provide satisfactory results.

Employee loyalty is related to employee performance, if employee loyalty is in a good category, employees will give their best performance. The research results of Ronaldi, et al (2019) show that employee loyalty has a positive and significant effect on employee performance. While Lumingkewas, et al (2019) stated that loyalty had a positive but not significant influence on employee performance. Sutrisno (2010) said that “employees who have high loyalty show: (a) high work motivation, (b) have high solidarity with the work group or company, and (c) a sense of pride in their work.” Thus, the quality of employees will increase and employees are able to make maximum contributions to improving the efficiency of the company. The existence of the employee's work efficiency involves increasing company revenue, decreasing production costs, expanding markets, reducing consumer complaints, decreasing absenteeism and job cuts and various other positive things (Sutrisno, 2010).

Job placement also has an influence on employee loyalty, where the job placement is not only aimed at placing employees in accordance with the tasks assigned, but must also pay attention to how the employee gets the opportunity to explore their best abilities. With the availability of good time and place to work, employees will be more motivated to strive to maintain their loyalty and will have an impact on their performance. The results of Utami's research (2015) show that “job placement both directly and through loyalty has a positive and significant effect on employee performance. Employee loyalty has a positive and significant effect on employee performance”.

LITERATURE REVIEW

Performance

Performance is an assessment of the quality and quantity which provides results for the tasks and responsibilities carried out correctly (Mangkunegara, 2017). The term performance comes from the word job performance or actual performance (work performance or actual achievements achieved by someone). According to Hasibuan (2011) performance is a result achieved by a person in carrying out the tasks assigned to him and is based on skills, experience, and excellence as well as time.

Employee Loyalty

Loyalty can be said as a person's loyalty to a thing that is not only a mere physical loyalty, but more on non-physical loyalty such as mind and attention (Utomo et al,2010). Employee loyalty in a company is absolutely necessary for the success of the company itself. According to Reichheld, the higher the loyalty of employees in a company, the easier it is for the company to achieve corporate goals that have been previously set by the company owner. Vice versa, for companies whose employee loyalty is low, it is increasingly difficult for the company to achieve its corporate goals that have been previously set by the owners of the company.

Job Placement

Job placement means allocating employees to certain work positions (Rivai and Sagala, 2011). Another case according to Mangkuprawira (2011) which says that job placement means "reassignment of an employee on a new job. Placement activities are carried out based on follow-up (follow-up) of the selection results that have been carried out previously. This activity needs to be done in a planned manner because it will affect employee productivity and loyalty".

Internal Promotion

Promotion means an enlarged transfer of authority and responsibility to a higher level

within a company followed by greater obligations, rights, status, and income" (Hasibuan, 2011) ". Meanwhile, according to Manullang (2012) states: "promotion means promotion, which is to accept greater power and responsibility than the previous power and responsibility". Khadarisman (2012) states that "promotion is the process of moving employees from one position to another that has a higher status and responsibility. Wahyudi (2010) states: "promotion is a change of position or job title from a lower level to a higher level. This change will usually be followed by increased responsibilities, rights and social status of a person".

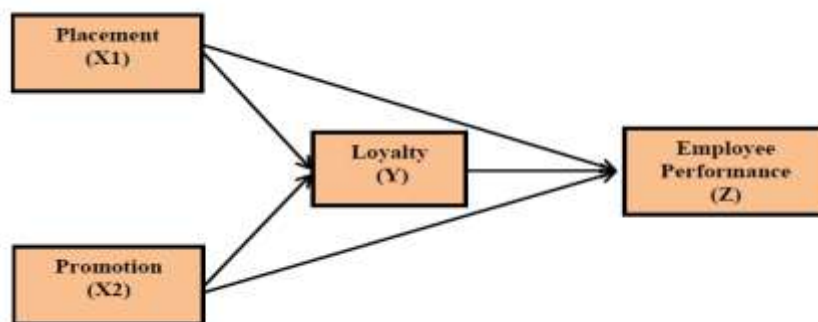


Figure 3. Conceptual Framework

Hypothesis

Based on the background of research and the relationship between variables, the research hypothesis:

1. Job placement has a positive and significant effect on employee performance.
2. Internal promotion has a positive and significant effect on employee performance.
3. Employee loyalty has a positive and significant effect on employee performance.
4. Job placement has a positive and significant effect on Employee Loyalty.
5. Internal promotion has a positive and significant impact on Employee Loyalty.
6. Job placement has a positive and significant effect on employee performance through job loyalty.

7. Internal promotion has a positive and significant effect on employee performance through job loyalty.

MATERIAL AND METHODS

This study is explanatory research, which is research that intends to explain the position of the variables studied and the relationship between one variable and another. Variables associated in this study are job placement variables (X1) and promotion (X2) on employee performance (Y) with employee loyalty as an intervening variable (Z). This research was conducted at PT. X, precisely on the road. Medan-Tanjung Mowara KM 13.5, Limau Manis Village, Tanjung Morawa District, Deli Serdang regency.

The population is defined as theregion of generalization that consists of objects or subjects that have certain qualities and characteristics established by the researcher to be studied and then conclusions are

drawn. (Sugiyono, 2017). The sample is the part or number and characteristics possessed by the population. The population in this study were all permanent employees of PT. X, with a total of 69 people. The sample selection method is the census method with the number of respondents as many as 69 people.

Primary data collection techniques in research using several methods, among others: 1. Questionnaire (Questionnaire); according to Sugiyono (2017) questionnaire is a data collection technique that is done by giving a set of statements or written statements to respondents for answers. The questionnaire can be closed or open statements, it can be given to the respondent in person or sent by mail, or the internet. In the distribution of the list of statements, respondents were asked to choose one of the answers that have been provided in the list of statements. 2. Interviews; according to Sugiyono (2017) interviews are used as data collection techniques, if researchers to find problems that must be examined. In this study the researchers used unstructured interviews that are free interviews where researchers do not use interview guidelines that have been arranged systematically and completely for data collection. 3. Documentation study; Sugiyono (2017) defines a document as a record of events that have passed. Documentation studies are carried out by collecting, analyzing documents, important and related records

and can provide data to solve research problems. Secondary data collection techniques in this study are to contact the company's management in order to provide the data needed as a secondary data source for research and data that can be accessed by the public (given permission to be published). Another way to obtain secondary data is through the search for publications that have been circulating or published.

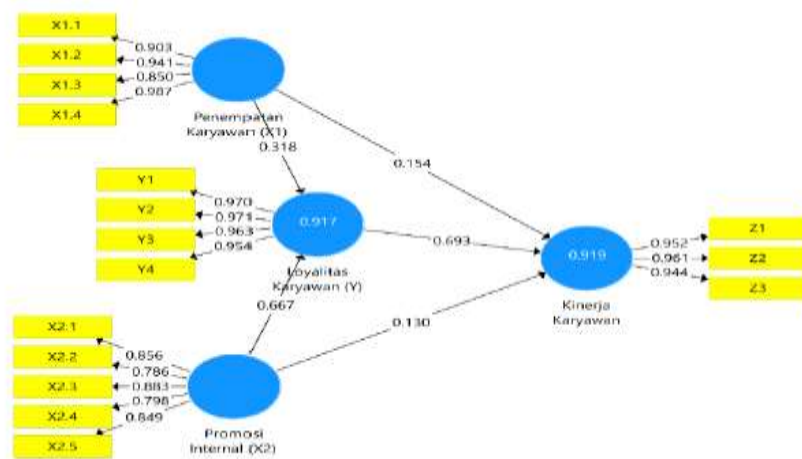
The types and sources of data collected in this study are: 1. Primary Data is a data source that directly provides data to data collectors. Primary data sources obtained through interviews with research subjects and by observation or direct observation in the field. In this study, the primary data obtained from the list of statements (questionnaire) distributed to respondents. Respondents here are all employees of PT X. 2. Secondary Data is data that refers to information collected from existing sources. Secondary data sources are company records or documentation, government publications, industry analysis by the media, websites, the internet and others.

RESULTS

Structural Equation Model (SEM)

Path Equation

The structural equation is obtained from the path analysis chart as shown in Figure 4 below:



Source: Research Data Processing, 2021
Figure 4 Research Path Analysis Chart

Based on Figure 4, it is obtained:

1. Directly, the effect of employee placement on Employee Loyalty is 0.318, while the effect of Internal promotion on Employee Loyalty is 0.667 with an error value of 0.917. From this, the path equation is obtained directly as follows:

$$Y = 0.318X_1 + 0.667X_2 + 0.917$$

2. Indirectly, the effect of employee placement through Employee Loyalty on employee performance is $(0.318 \times 0.693 = 0.220)$, while the effect of Internal promotion through Employee Loyalty on employee performance is $(0.667 \times 0.693 = 0.462)$, the effect of Employee Loyalty on employee performance is 0.693 with an error value of 0.919. From this, the path equation is obtained directly as follows:

$$Z = 0.220X_1 + 0.462X_2 + 0.693Y + 0.919$$

Outer Model

Before looking at the results of hypothesis testing, it is necessary to ensure that the measuring instrument has been tested for validity and reliability. In SmartPLS (v.3.2.8) validity and reliability testing obtained through the outer model. Validity

is a measure that refers to the degree of conformity between the data collected and the actual data in the data source (Sinulingga, 2018). An instrument is said to be valid if it is able to measure what it wants and can reveal data from the variables studied precisely, while reliability indicates the extent to which the level of consistency of measurement from one respondent to another or in other words the extent to which the statement can be understood so as not to cause different interpretations in understanding the statement. In other words, reliability indicates the degree to which a measurement result is relatively consistent if the measurement is repeated more than once.

Convergent validity testing is done through outer loading test on SmartPLS application (v 3.3.3) with valid questionnaire item criteria if correlation coefficient is above or equal to 0.7. The results of validity testing found that from 12 sub dimension moves in the range of 0.820 to 0.965, so that the whole grain is feasible when taken this study because it has a validity value above 0.7. These results also indicate that trimming was not found in the study, so the results of the study deserve to be continued. The details can be seen in Table 3 below:

Table 3 Convergent Validity Data On Research Instruments

	Placement (X1)	Promotion (X2)	Loyalty (Y)	Performance (Z)
X1.1	0.903			
X1.2	0.941			
X1.3	0.85			
X1.4	0.987			
X2.1		0.856		
X2.2		0.786		
X2.3		0.883		
X2.4		0.798		
X2.5		0.849		
Y1			0.97	
Y2			0.971	
Y3			0.963	
Y4			0.954	
Z1				0.952
Z2				0.961
Z3				0.944

Source: Research Data Processing, 2021

Based on the data in Table 3 shows that all the coefficients on the outer loading showed above 0.700 so it can be concluded that the convergent validity of the study has been fulfilled in this study.

Next, by looking at the discriminant validity which is a measurement model with reflection indicators assessed through the coefficient of Average Variance Extracted (AVE), where the EVA coefficient > 0.600

can be said to meet the discriminant validity. The EVA coefficient can be seen as in Table 4 below:

Table 4 Discriminant Validity Data On Research Instruments

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Performance (Z)	0.949	0.949	0.967	0.907
Loyalty (Y)	0.975	0.975	0.982	0.931
Placement (X1)	0.94	0.95	0.957	0.849
Promotion (X2)	0.891	0.895	0.92	0.698

Source: Data Processing Penelitia, 2021

Based on the data in Table 4 shows the EVA coefficient in all research instruments above 0.600 so that it can be said to have met the discriminant validity.

Next, by looking at the reliability of research instruments through Cronbach's Alpha and Composite Reliability, where the coefficient obtained must be above 0.700. Tracing in Table 4 then obtained:

1. All Cronbach's Alpha coefficients in research instruments above 0.700 so that it can be concluded that all research instruments have met the reliability of measuring instruments.

2. All composite Reliability coefficients also showed above 0.700 and also concluded that all research instruments have high reliability.

Inner Model

Inner model is intended to see the results of research in accordance with the research hypothesis. There are 2 (two) types of hypothesis proof in this study, namely direct proof and indirect proof. The proof of the hypothesis is directly indicated according to the following table 5:

Table 5 Direct Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Placement (X1) → Loyalty (Y)	0.318	0.321	0.128	2.474	0.014
Promotion (X2) → Loyalty (Y)	0.667	0.663	0.116	5.752	0.000
Loyalty (Y) → Performance (Z)	0.693	0.691	0.137	5.072	0.000
Placement (X1) → Performance (Z)	0.154	0.157	0.084	1.823	0.069
Promotion (X2) → Performance (Z)	0.13	0.127	0.13	1.001	0.317

Source: Research Data Processing, 2021

From Table 5 it follows that:

1. Placement of employees directly positive and significant effect on Employee Loyalty in PT. X , this is indicated by the significance value of $0.014 < 0.050$ so that H-0 is rejected.
2. Employee loyalty directly positive and significant effect on employee performance at PT. X , this is indicated by the significance value of $0.000 < 0.050$ so that H-0 is rejected.
3. Placement of employees directly positive and significant effect on Employee Loyalty in PT. X , this is

- indicated by the significance value of $0.000 < 0.050$ so that H-0 is rejected.
4. Placement of employees directly does not affect the performance of employees at PT. X , this is indicated by the significance value of $0.069 > 0.050$ so that H-0 is accepted.
5. Internal promotion does not directly affect the performance of employees at PT. X , this is indicated by the significance value of $0.317 > 0.050$ so that H-0 is accepted.

As for the indirect proof of the hypothesis between variables is known through the following table 6:

Table 6 Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Placement (X1) → Loyalty (Y) → Performance	0.220	0.218	0.095	2.326	0.020
Promotion (X1) → Loyalty (Y) → Performance	0.462	0.461	0.131	3.539	0.000

Source: Research Data Processing, 2021

Based on the data in Table 6, it is obtained that the indirect hypothesis that:

1. Employee placement indirectly and significantly affect employee loyalty through work loyalty at PT. X, this is indicated by the significance value of $0.020 < 0.050$ so that H-6 is accepted.
2. Employee promotion indirectly has a positive and significant effect on employee performance through work loyalty at PT. X, this is indicated by the significance value of $0.000 < 0.050$ so that H-7 is accepted.

Determination Test

The determination test (R2) measures the extent of the contribution of the independent latent variable to the dependent latent variable. The closer the value to 1.00, the contribution of the independent latent variable to the dependent latent variable is greater, and vice versa (Sinulingga, 2017). The influence in detail is as follows:

1. R2 value of > 0.7 is categorized as "strong"
2. R2 value of 0.67-0.7 categorized as "substantial"
3. R2 value of 0.33-0.66 is categorized as "moderate"

4. R2 value of < 0.33 is categorized as "weak"

While the value of R2 in this study is:

Table 7 Coefficient Of Determination (R2)

	R Square	Adjusted R Square
Employee Performance	0,919	0,915
Employee Loyalty	0,917	0,915

Source: Research Data Processing, 2021

In Table 7 shows the value of the coefficient of determination for latent variable employee performance is 0.919 or 91.9%. This means that the variables of job placement and Internal promotion through employee Loyalty contribute 91.9% to the formation of employee performance in PT. X Tanjung Morawa in this study, the remaining 8.1% was influenced by other factors not measured in this study.

Next is the value of the coefficient of determination for the latent variable employee loyalty is 0.917 or 91.9%. This means that job placement and Internal promotion variables contribute 91.7% to the formation of Employee Loyalty in PT. X Tanjung Morawa in this study, the remaining 8.3% was influenced by other factors not measured in this study. The following presented resume research results as in Table 8 follows:

Table 8 Summary of Research Results

No	Hypothesis	T Statistics	P Values	Research Results
01	Job placement has a positive and significant effect on the performance of employees of PT. X	1,823	0,069	Hypothesis rejected
02	Internal promotion has a positive and significant effect on the performance of employees of PT. X	1,001	0,317	Hypothesis rejected
03	Employee loyalty has a positive and significant effect on employee performance of PT. X	5,072	0,000	Hypothesis accepted
04	Job placement has a positive and significant effect on Employee Loyalty PT. X	2,474	0,0014	Hypothesis accepted
05	Internal promotion effect positive and significant to Employee Loyalty PT. X	5,772	0,000	Hypothesis accepted
06	Job placement through loyalty as an intervening variable has a positive and significant effect on the performance of employees of PT. X	2,326	0,020	Hypothesis accepted
07	Internal promotion through loyalty as an intervening variable has a positive and significant effect on the performance of employees of PT. X	3,539	0,000	Hypothesis accepted

Source: Data Processing, 2022

DISCUSSION

Based on the results of research from 2 (two) independent variables that the variable placement of employees has an average score higher at 3.90 compared with the score of internal promotion variable of 3.89. Although a small gap, this still shows that employees are more receptive to company policy in terms of placement than internal promotion. This finding is an important input for employees to better communicate internal promotion issues to employees better and transparently so that they have confidence that internal promotion issues are carried out taking into account the needs of the company.

The results showed that the role of Employee Loyalty variables in mediating employee performance is very good, this is indicated by the results of indirect research is better than the results of direct research, where the results of direct research (without going through Employee Loyalty variables) found from 5 hypotheses there are 2 hypotheses rejected and 3 hypotheses accepted. While the results of the study indirectly (through Employee Loyalty variables) proved 2 research hypotheses can be accepted.

The Effect Of Job Placement On Employee Performance

The results showed that job placement had no effect on employee performance. This shows that respondents who are employees of PT.X assumes that the job placement is unrelated to their performance.

PT. X is a national scale company that has various branches throughout Indonesia. The company has an employee management policy stipulated in the collective labor agreement (CLA) between company representatives and employee representatives. The CLA clearly regulates that all employees are willing to be placed in any area throughout Indonesia. PKB also explained that this job placement is related to the needs of the company and also in order to increase the ability or competence of employees. With the rules regarding job

placement that can be placed anywhere, employees assume that job placement is not a part and or factor that can encourage employee performance, but is a rule that must be obeyed by all employees, because it has been agreed. However, in contrast, the company considers that the job placement of employees in any area or function of the task is clearly part of the development of employee competence.

The results also showed that overall, the job placement variable had a score of 3.94 and this was in the "high " category, this indicated that employees considered that job placement as a positive part but they also considered that this was not related to encouraging their performance. Employees assume that the performance appraisal is still carried out to all employees and this is not related to the rotation and or mutation of employees, except for promotions, where promotions are considered as a consequence of the results of employee performance appraisal. Promotions are usually carried out by companies after seeing the results of work so far or in order to fill vacant positions. In fact, there are consequences for employees whose performance is not good will experience demotion, namely demotion. This results in that employees actually judge that the placement of employees to other areas or transfer to other work functions as "punishment" for their bad work. Their perception is clearly contrary to company policy, as can be seen in Article 9 of the company's CLA as follows:

Article-09 Placement Of Employees

1. All employees are required to accept placement / assignment by the company in accordance with the skills, experience, work ability and needs set by the company throughout the company's work area.
2. The placement of employees is based on the position applied for at the time of admission, as well as taking into account the competence and qualifications of the existing position.
3. Based on the results of performance and Competence assessment if it turns out

that the employee is not able to provide the expected results that have been determined to him by the company, the company will provide training (training) and coaching (coaching) to the employee concerned.

In Article 09 of the CLA, the company clearly states that the job placement is carried out in accordance with the skills, experience, work ability and needs of the company. This is further emphasized in the next paragraph which states that job placement is done by considering the position of the employee when applying for a job, which emphasizes that the company considers the potential and qualifications of employees in doing job placement, not based on punishing employees, and it is clear that this job placement is to encourage employee performance and also the company in the end.

The company's results of this study do not coincide with research conducted by Damayanti (2018); Tanjung and Novadjaja (2015) and Sahadewa and Rahmawati (2021) where their research results show that job placement affects employee performance. The results of this study provide input for management in order to make the placement of employees as a variable that can improve employee performance.

Internal Promotion Of Employee Performance

The results showed that Internal promotion had no effect on employee performance. Internal promotion is a company's in-depth evaluation of the employees they have to occupy strategic positions. Internal promotion is done not just appraises to employees, but also aimed at helping accelerate the achievement of company targets. However, the results of this study indicate the opposite, where the company's Internal promotion policies are not well responded to by employees so that they consider this to be unrelated in terms of encouraging their performance.

Employees assume that employee performance is an accumulation of their performance in a certain period. On the other hand, their Internal promotion is considered as a consequence of their performance appraisal. This perception is different from management, where Management conducts internal promotions to employees based on their performance and potential, so not only performance but also considering the potential that exists in them, where potential is the main consideration, where employees who excel are not necessarily potential to be developed, while potential employees are expected their abilities can come out at the time of promotion.

Management hopes that employees who get internal promotions will also develop their abilities so that they can become the company's wheel drive well.

Another employee perception is that there is a company policy these days that recruits a lot for vacant positions compared to conducting internal assessments. This further strengthens their assumption that the Internal promotion policy has nothing to do with employee performance, even though they consider that they have done maximum self-coaching, this can be seen with an average score of Internal promotion is 3.90 and this is included in the "high" category and all item statements from Internal promotion variables are also in the high category.

Addressing the number of recruitment from outside compared to internal promotion, the management of PT. X stated that not entirely the assumption of employees is correct, because the management of PT. X has been doing a lot of internal promotion in all regions of Indonesia, the existence of vacant positions filled from outside it is done on the last choice with some consideration and not only on the assessment of employee competence, but on the other hand the consideration of Management in terms of recruitment from outside because management needs a new perception.

This result is not in line with the findings made by Ratnasari, et al (2019) where in their research they found that Career Development (Promotion) affects employee performance. Similarly, the results of research conducted by Adi, et al (2019) concluded that there is a positive and significant influence of promotion on employee performance. Career development (promotion) is one way to increase employee morale and motivation at work. The company should provide ample opportunities to each employee in obtaining promotions based on the best criteria set and achieved by employees. This is an input for the management of PT. X to pay attention to their promotion policies in order to be able to influence the performance of their employees.

The Effect Of Loyalty On Employee Performance

The results also showed that job loyalty affects employee performance. Work loyalty is an important part in encouraging company performance, in this case the management of PT. X give special appreciation for employee loyalty by giving gifts or souvenirs to employees with a certain length of Service:

1. For the 5-year working period, additional leave (or known as big leave) can be taken in the 6th and 7th years, and so on.
2. For 15 years of Service received a special award given at certain events.
3. 25 years of service or known as jubilee is given a special award whose value exceeds the 15 years of Service and is usually in the form of gold.

This appreciation cannot be separated from the company's gratitude to employees who show loyalty and positive contributions to the company. This of course encourages employees to maintain their positive performance, because this appreciation is not only based on length of service, but on positive contributions, where the requirements for awards for 15 and 25 years of Service are:

1. Never get SP III and SP II more than once during work.
2. Given on the recommendation of superiors with consideration of positive contributions during the work.

This shows that not all employees who pass the 15 and 25 years of service automatically get an award, but there are other selections. If you look at the average score for the loyalty variable is 4.33 and this is included in the category of "very high" this indicates that employees really appreciate the company's loyalty program and they also assume that in order to pursue appreciation from the company for the loyalty they show is to maintain their positive performance.

This research is in line with that conducted by Lumingkewas, et al (2019) where in their research they found that loyalty has a positive influence on employee performance. Similarly, the results of research by Ratnasari, et al (2019) concluded that the loyalty variable plays an important role in influencing employee performance. Loyalty effect on employee performance improvement. To get good loyalty, in his research it is said that the company must give attention and constantly improve the welfare of employees so that employees become more enthusiastic and increase their productivity to the company.

The Effect Of Job Placement On Employee Loyalty

The results found that job placement variables affect employee loyalty. The management of PT X has a policy that employees are placed in accordance with the competence and or background of the employee, this is basically to improve the ability of employees. All employees who are placed in new positions are not immediately released, but there is a series of training and or supervision from the supervisor of the employee. The training Program is structured based on the needs for the new position so that employees can complete their tasks well, while supervision is intended so that employees can consult

and or share solutions to the problems they face.

This treatment is felt by employees to be beneficial for the continuation of their careers, through training programs to improve competence and through supervision programs to make employees more confident in making decisions. This makes employees feel comfortable and creates loyalty to the company, because it is cared for their careers and future. Based on the results of the questionnaire on job placement variables, can be seen in statement No. 2, namely:

02. I took a course / certification to increase my knowledge in my field of work”

On the above statement there are 53.85% of respondents answered “strongly agree”, 23.08% of respondents answered “agree”, “3.08%” respondents answered “neutral”, 6.15% of respondents answered “disagree” and 13.85% of respondents answered “strongly disagree” and has an average score of 3.97 which is in the category of “high”. This shows that employees are satisfied with the debriefing process given by the company to them so that they get prepared to face their jobs.

This finding is in line with research conducted by Pratama, et al (2015) in his research shows that job placement has a positive and significant effect on employee loyalty to the company. With a good placement, employees will feel more comfortable and get more opportunities to express themselves through a given performance. This result is also in line with research conducted by Utami, et al (2015) stating that placement affects employee loyalty.

The Effect Of Internal Promotion On Employee Loyalty

The results showed that Internal promotion has an effect on Employee Loyalty. One of the important consideration factors in determining internal promotion for all employees is the length of service of employees, where the company considers it important for employees who have worked

for a long time for promotion, because the company already knows the employees well. This policy certainly encourages employees to maintain their good name, especially for those who have been appointed promotions to build their loyalty to the company, by contributing positively to employees.

Internal promotion policy is an important decision taken by the company, the company does it very selectively to internal employees. Although the main consideration in internal promotion, but the company still put an important role to employees who know the company's business more deeply. One of the important tasks for employees who get internal promotions is to keep the company's business better, so they must understand what is the weakness of the company at this time and what actions they can take to improve the condition. One of the statement points in the internal promotion variable at no. 8 the following states:

08. I am familiar with the company's business and know information related to it.

At the point above statement clearly shows that those who get internal promotions are those who already know the company well, this is shown by the average score is 3.78 and is in the high category and 43.08% of respondents answered “Very agree”, 29.23% of respondents answered "agree" “” 6.15% "respondents answered “neutral”, 7.69% of respondents answered “disagree” and 13.85% of respondents answered “

The results of this study are in line with research conducted by Assari, et al (2019) where they stated that promotion has several indicators, namely loyalty, qualifications, and achievements. The same thing was also found by Isnaini (2016) where one of the variables in her research in the form of promotion also affects employee loyalty.

The Effect Of Job Placement On Employee Performance Through Job Loyalty

The results showed that job loyalty is able to mediate job placement on employee

performance. Work loyalty is one of the important roles for employees of PT X, they consider that the company has become an important part of their careers and lives and are ready to be at the forefront for the benefit of the company, this is as shown in item statement No. 7 on work loyalty variables as follows:

No. 7. I am ready to defend the interests of the company.

In the statement item above, there are 80.00% of respondents answered "strongly agree", 1.54% of respondents answered "agree", 00.00% of respondents answered "neutral", 1.54% of respondents answered "disagree" and 16.92% of respondents answered "strongly disagree" and has an average score of 4.25 which is in the category of "high". Through good work loyalty to the company, employees who are placed in positions that are in accordance with company policies show good work results. The management of PT Cargill Indonesia has a human resource management policy that focuses on the development and well-being of employees, which encourages employees to stay in the company even if they are rotated or placed in other fields. With the existence of old employees in the company, other employees who want to do mutations and / or rotations do not need to adapt too long, because they already know their work culture well, as well as the employees in it. This is as summarized in the attitude of employees in statement No. 9 in the job placement questionnaire as follows:

09. I easily adapt to my work environment.

In the statement item above, there are 43.08% of respondents answered "strongly agree", 27.69% of respondents answered "agree", "10.77%" respondents answered "neutral", 10.77% of respondents answered "disagree" and 7.69% of respondents answered "strongly disagree" and has an average score of 3.88 which is in the category of "high". This shows that they do not take long to adapt to the environment and other employees.

The results of this study are in line with research conducted by Adam, et al (2017) which states that with the correct placement of employees directly able to increase employee loyalty, and with the loyal employees through research conducted by Candra and Tuty (2014) found their performance increased.

The Effect Of Promotion On Employee Performance Through Work Loyalty

The results also showed that employee loyalty was able to mediate the relationship between promotion and employee performance. Employees at PT X maintain good loyalty at work. Through work loyalty, employees who get internal promotions maintain their performance well because this is according to them as part of maintaining the company's mandate well. The attitude of maintaining positive performance can be seen in the statement point no. 5 on the internal promotion questionnaire as follows

05. I worked hard until the results of my work exceeded the targets set by the company.

In the above statement, there are 44.62% of respondents answered "strongly agree", 27.69% of respondents answered "agree", "13.85%" respondents answered "neutral", 6.15% of respondents answered "disagree" and 7.69% of respondents answered "strongly disagree" and has an average score of 3.99 which is in the category of "high". This clearly indicates that their internal promotions continue to drive their positive performance for the company.

This is in line with research conducted by Jacobs (2018) which states that with a promotional program, it is able to increase employee loyalty, where loyal employees ultimately improve their performance and contribute positively to the company.

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

Based on the results of research and discussion that has been described in the

previous chapter, it can be concluded as follows:

1. Employee placement has a positive and significant effect on Employee Loyalty at PT. X.
2. Employee loyalty has a positive and significant effect on employee performance at PT. X.
3. Employee placement has a positive and significant effect on Employee Loyalty at PT. X.
4. Placement of employees does not affect the performance of employees at PT. X.
5. Internal promotion has no effect on employee performance at PT. X.
6. Employee placement has a positive and significant effect on employee loyalty through work loyalty at PT. X.
7. Employee loyalty has a positive and significant effect on employee performance through work loyalty at PT. X.

Recommendations

1. The results showed that job placement and promotion variables partially did not affect the formation of employee performance at PT. X. This requires strategic input to the company's management how to formulate employee placement programs, among others, with:
 - a. Placement should adjust to the background, education and skills of employees to suit the position they want to occupy.
 - b. The placement of employees should be based on the needs of the company in order to improve company performance, not based on the principle of subjectivity.
 - c. Management needs to explain what the expectations of management on the placement and promotion of employees, where it is aimed at management feel the employee is the right person in carrying out the duties and mandate of the company to improve company performance

2. In terms of promotion, the strategy suggestions that can be done by the company include:
 - a. Promotion is done on the consideration of existing performance so far
 - b. Management needs to provide support both morally and skills for employees who want to undergo placement in new positions or for those who are promoted. This is to strengthen the readiness of employees both morale and skills so that the company's goals can run well.
 - c. The company must have clear goals that are understood by all employees so that they understand if there is a placement and promotion of employees because this is to support the acceleration of the achievement of company goals.
3. Input for the next study by modifying one of the research variables by replacing the internal placement or promotion variables in order to find the diversity of research. Modification of research variables such as adding or replacing existing variables with variables "leadership style", "Employee Engagement", and others.

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