

Volume: 5  
Number: 3  
Page: 866 - 874

**Article History:**

Received: 2024-03-15  
Revised: 2024-04-27  
Accepted: 2024-05-25

**THE EFFECT OF EDUCATIONAL QUALIFICATIONS, LOYALTY, AND COMMITMENT ON CAREER DEVELOPMENT OF TANJUNG BATU KUNDUR HOSPITAL EMPLOYEES THROUGH WORK PLACEMENT**

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**Abstract:**

Tanjung Batu Hospital Kundur in Karimun Regency faces job placement and career development issues, where many vital positions must match the required educational qualifications. This mismatch affects work quality, employee loyalty, and commitment. Therefore, research is needed on how educational qualifications, loyalty, and dedication influence career development through job placement. The population is 160, with the sample used as respondents using the Slovin formula. The number of respondents is 114. Data analysis in this study uses SPSS Application software to test the validity and reliability of the research questionnaire and SEM PLS Application to test the model or research results. The measurement results obtained the following: 1. Commitment positively and significantly affects Job Placement (P-value 0.003), 2. Commitment does not positively affect Career Development (P-value 0.254), 3. Educational Qualification positively and substantially affects Job Placement (P-value 0.000), 4. Educational Qualification positively and substantially affects Career Development (P-value 0.004), 5. Loyalty positively and substantially affects Job Placement (P-value 0.000), 6. Loyalty positively and substantially affects Career Development (P-value 0.025), 7. Job Placement positively and substantially influences Career Development (P-value 0.000), 8. Commitment has a positive and significant indirect effect on Career Development through Job Placement (P-value 0.007), 9. Educational Qualification has a positive and significant indirect effect on Career Development through Job Placement (P-value 0.000), 10. Loyalty positively and significantly indirectly affects Career Development through Job Placement (P-value 0.000).

**Keywords:** Educational Qualification, Loyalty, Commitment, Job Placement, Career Development.

**INTRODUCTION**

Human resources are an essential element in an organization. These organizations need reliable Human Resources (HR), including health institutions and hospitals. Hospitals, previously social institutions, are now developing into an increasingly competitive service industry, mainly because the government is opening up opportunities for private investment in this business.

The hospital, or RSUD Tanjung Batu, Kundur, is one of the government institutions in Karimun Regency that operates in the health sector. This hospital is expected to carry out a plan or pattern of employee placement that is quality and follows the education, experience and expertise possessed by each workforce for the continuity of the hospital's existence. For this purpose, the hospital must continue to develop various ways to integrate employees effectively to achieve the hospital's goals, vision and mission. In developing services at this hospital, Tanjungbatu Regional



Hospital, Kundur, must pay attention to the issue of appropriate employee placement according to their expertise.

Job placement is the main problem at Tanjungbatu Hospital, Kundur. Many essential positions in the hospital need to comply with the educational qualifications set. This is due to the need for more human resources and opportunities given to employees to improve their education. Besides that, each employee's regulations or rules are different.

If you look at the Leader-Member Exchange or the relationship between superiors and subordinates at Tanjungbatu Hospital, Kundur could be better. The stipulation of regulations by superiors, which some employees consider do not apply equally to other employees or are selective, gives rise to jealousy among employees. This results in less harmonious relations between employees and their superiors.

Another phenomenon encountered at Tanjungbatu Regional Hospital, Kundur, apart from the problems above, is that several employees do not comply with the regulations set by the hospital, including employees who lack ethics in work, often come to work late, and are less loyal and do not have high commitment to work.

**Problem Formulation.** Based on the description above, the researcher tried to formulate the problems in the research conducted at Tanjungbatu Kundur Regional Hospital as follows:

- a. Does educational qualifications influence the job placement of employees at Tanjungbatu District Hospital, Kundur?
- b. Are educational qualifications influenced by employees' career development at Tanjungbatu Hospital, Kundur?
- c. Is loyalty an influence on the job placement of employees at Tanjungbatu Hospital, Kundur?
- d. Is there an influence of Loyalty on the career development of employees at Tanjungbatu Hospital, Kundur?
- e. Is commitment influenced by the job placement of employees at Tanjungbatu Hospital, Kundur?
- f. Is commitment influenced by employees' career development at Tanjungbatu Hospital, Kundur?
- g. Does employees' career development influence work placement at Tanjung Batu District Hospital, Kundur?
- h. Does educational qualification influence the career development of employees at Tanjungbatu Hospital, Kundur, through work placements?
- i. Is loyalty an influence on employees' career development at Tanjungbatu Hospital, Kundur, through job placement?
- j. Does employees' career development influence commitment at Tanjungbatu Hospital, Kundur, through work placements?

**Theoretical Basis**

**Career Development (Y).** Rivai (2014) states that career development is the process of increasing individual work abilities in order to achieve the desired career.

According to Hasibuan (2016), another opinion regarding career development is that it is an effort to improve employees' technical, theoretical, conceptual, and moral abilities through education and training following job/ position requirements.

**Educational Qualification (X1).** Education is a lifelong need; every human needs it whenever and wherever they are. Education has a crucial role in human life.

Etymologically, the word qualification is adapted from the English word qualification, which means training or test (Manser, 1995).

According to Ningrum (2014), educational qualifications are requirements for the abilities needed to do a job. Qualifications can show a person's credibility in carrying out their work.



Miarso (2014) defines educational qualifications as the abilities or competencies a person must have to carry out their duties. According to Suprihatin (2016), educational qualifications are the minimum level of education a person must meet, as proven by a diploma and expertise certificate.

**Loyalty (X2).** Riyanti (2017) said loyalty is the determination and ability to follow with full awareness and responsibility. Alternatively, determination and ability must be demonstrated in daily attitudes and behavior when carrying out tasks. This opinion is interpreted to mean that employee loyalty to work arises internally and loyalty to the company where they work because of their responsibilities and abilities.

Hasibuan (2021) states that loyalty is the diversity of roles and members' use of their thoughts and time to achieve organizational goals. Meanwhile, Suhendi (2017) said that loyalty is shown by employee commitment to the company. Several factors can form organizational commitment from both the organization and the individual.

**Commitment (X3).** Of course, employees always expect to be highly committed to the company. It is intended to prevent employees from wanting to leave so that the organization can save money on recruiting new employees.

According to Rivai (2018), commitment is the identification, loyalty and involvement expressed by employees in an organization or unit.

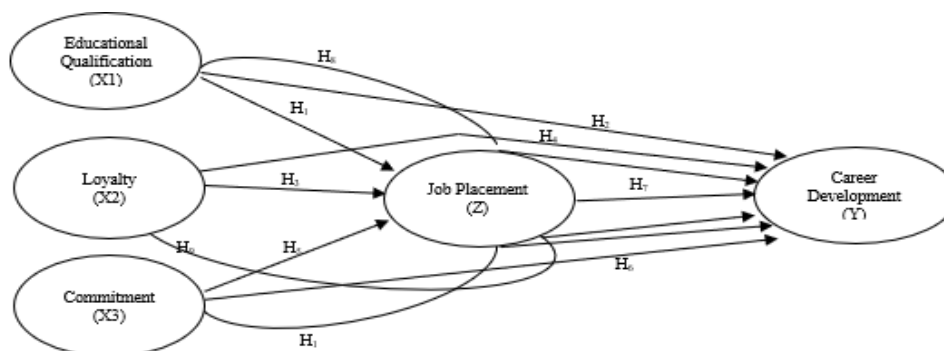
According to Priansa (2016), commitment is employee loyalty to the organization, reflected in high involvement in achieving organizational goals. Employee loyalty is reflected in the employees' willingness to try to be part of the organization and their strong desire to stay there.

**Job Placement (Z).** The placement process is crucial in getting the competent employees that the agency needs because the proper placement in the correct position will help the agency achieve the expected goals (Haris et al., 2023).

According to Karyoto (2016), placement is filling vacancies in an organization, aiming to carry out work that the organization has determined.

According to Triharso (2015), placement is the process of assigning tasks and work to employees who pass the selection to carry them out according to the scope that has been determined. The employee can take responsibility for all risks and possibilities due to the tasks and work, as well as the authority and responsibility he receives.

**Framework of Thinking.**



**Figure 1.** Framework of Thinking

The Influence of Educational Qualifications, Loyalty, and Commitment on Employees' Career Development at Tanjung Batu Hospital, Kundur through Job Placements.

**Hypothesis.**

H1: Educational qualifications influence job placement at Tanjungbatu Hospital, Kundur.



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H2: Educational qualifications influence employees' career development at Tanjungbatu Hospital, Kundur.

H3: There is an influence between loyalty and the job placement of employees at Tanjungbatu Hospital, Kundur.

H4: There is an influence between loyalty and employees' career development at Tanjungbatu Hospital, Kundur.

H5: There is an influence between commitment on the job placement of employees at Tanjungbatu Hospital, Kundur

H6: There is an influence between commitment on the career development of employees at Tanjungbatu Hospital, Kundur

H7: Work placement influences employees' career development at Tanjungbatu Hospital, Kundur.

H8: Educational qualifications influence employees' career development at Tanjungbatu Hospital, Kundur, through work placement.

H9: Loyalty influences employees' career development at Tanjungbatu Hospital, Kundur, through work placement.

H10: The commitment to the career development of employees at Tanjungbatu Hospital, Kundur, through work placement influences the results.

## METHODS

**Research Place.** The research place is the object of research. Place: This research was conducted in the work environment of Tanjungbatu Hospital, Kundur, Kundur Regency.

**Research Time.** This research was conducted over some time, starting from February to July 2024. It was then conducted on working days and hours, considering the employee concerned was at the research location.

**Research Methods.** The research method used is quantitative research methods with a population of 160.

According to Andreas Wijaya (2019), a population is a collection of elements, such as groups of people, events, and things, that attract the attention of researchers.

According to Sugiyono (2018), part of the number and characteristics possessed by the population." Sample.

Based on this research, cluster sampling was used because the population is greater than 100 respondents. Meanwhile, the sampling technique using the Slovin formula is as follows:

$$n = \frac{N}{1 + Ne^2}$$

$$= 160 / (1 + (160 \times (0,05))^2) = 160 / (1 + 0,4) = 160 / 1,4$$

$$= 114 \text{ people}$$

Arikunto (2016) states, "A sample is part of the population. The research sample is a portion of the population taken as a data source and can represent the entire population. The total sample size is taken if the population is less than 100 (saturated sample/census). However, if the population is more significant than 100 people, 10-15% or 20-25% or more can be taken.

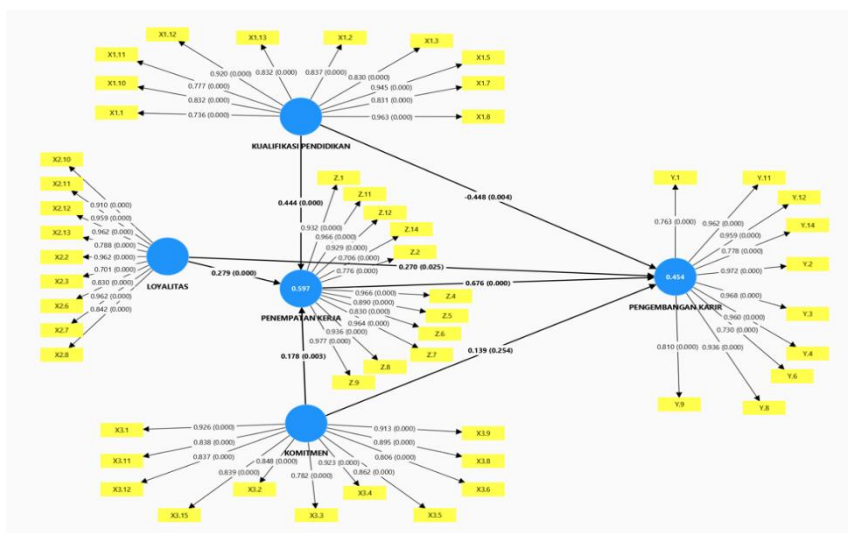
Calculations were carried out using SmartPLS 4.0 software for data processing, which researchers used to obtain calculation results more quickly and easily (Taufik et al., 2024).



In the Outer Model and Inner Model testing procedures where the loading factor value > 0.70 determines the fulfillment of the convergent validity variable, the criteria for AVE is that the value must be 0.5 (50%) or higher, the Heterotrait-Monotrait Ratio (HTMT) which is smaller than 0.90, and the reliability test in SEM-PLS is seen from the Cronbach's Alpha value and the Composite Reliability value. The rule of thumb for both reliability criteria is that they should be above 0.70 (Hair et al., 2021).

According to Ghozali (2020), significance values are seen to determine the influence between variables through a bootstrapping procedure and according to Hair et al. (2021), bootstrapping can obtain t-values (T-statistics) and p-values (p-value). The significant value (t-statistic) is >1.96, with a significance level of 5%. If the p-value (p-value) is below the alpha value of 0.05 (< 5%)

**RESULT AND DISCUSSION**  
**Bootstrapping Testing.**



Source: Primary data processed by SmartPLS Bootstrapping in 2024

**Figure 2.** Bootstrapping output

**Hypothesis Testing Results.**

**Table 1.** Direct Hypothesis Testing Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
COMMITMENT -> JOB PLACEMENT	0.178	0.184	0.060	2.968	0.003
COMMITMENT -> CAREER DEVELOPMENT	0.139	0.142	0.122	1.140	0.254
EDUCATIONAL QUALIFICATIONS -> JOB PLACEMENT	0.444	0.434	0.083	5.317	0.000
EDUCATIONAL QUALIFICATIONS -> CAREER DEVELOPMENT	0.448	-0.442	0.154	2.917	0.004





LOYALTY -> JOB PLACEMENT	0.279	0.286	0.078	3.578	0.000
LOYALTY -> CAREER DEVELOPMENT	0.270	0.266	0.120	2.245	0.025
JOB PLACEMENT -> CAREER DEVELOPMENT	0.676	0.669	0.095	7.089	0.000

Source: Primary data processed by SmartPLS Bootstrapping in 2024

**Table 2.** The Results of Hypothesis Testing are Indirect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
COMMITMENT -> JOB PLACEMENT -> CAREER DEVELOPMENT	0.120	0.123	0.044	2.718	0.007
EDUCATIONAL QUALIFICATIONS -> JOB PLACEMENT -> CAREER DEVELOPMENT	0.300	0.294	0.082	3.655	0.000
LOYALTY -> JOB PLACEMENT -> CAREER DEVELOPMENT	0.189	0.188	0.048	3.960	0.000

Source: Primary data processed by SmartPLS Bootstrapping in 2024

- The results of hypothesis testing show the effect of Commitment on Job Placement with a T-statistic of 2.968 and a p-value of 0.003, and this shows that the P-Value value is 0.003 smaller than the alpha value ( $< 0.05$ ) or with a t-statistic of 2.917 which is greater than the t value -critical / t-table ( $> 1.96$ ) then  $H_0$  is rejected.  $H_a$  is accepted, which means that Commitment has a positive and significant effect on Job Placement.
- The results of hypothesis testing show the effect of Commitment on Career Development with a T-statistic of 1.140 and a p-value of 0.254, and this shows that the P-Value value is 0.254, which is greater than the alpha value ( $< 0.05$ ) or with a t-statistic of 1.140 which is smaller than the t value -critical / t-table ( $> 1.96$ ) then  $H_0$  is accepted.  $H_a$  is rejected, which means that commitment has no positive or significant effect on career development.
- The results of hypothesis testing show the influence of Educational Qualifications on Job Placement with a T-statistic of 5.317 and a p-value of 0.000. It shows that if the P-value value is 0.000 smaller than the alpha value ( $< 0.05$ ) or with a t-statistic of 5.317 more significant than the value t-critical / t-table ( $> 1.96$ ), then  $H_0$  is rejected and  $H_a$  is accepted, which means that Educational Qualifications have a positive and significant effect on Job Placement.
- The results of hypothesis testing show the influence of educational qualifications on career development with a T-statistic of 2.917 and a p-value of 0.004. It shows that the P-value value is 0.004 smaller than the alpha value ( $< 0.05$ ) or with a t-statistic of 2.917 more significant than the value t-critical / t-table ( $> 1.96$ ), then  $H_0$  is rejected and  $H_a$  is accepted, which means that educational qualifications have a positive and significant effect on career development.
- The results of hypothesis testing show the effect of Loyalty on Job Placement with a T-statistic of 3.578 and a p-value of 0.000, and this shows that the P-Value value is 0.000 smaller than the alpha value ( $< 0.05$ ) or with a t-statistic of 5.578 which is greater than the t value -critical / t-table





- ( $> 1.96$ ) then  $H_0$  is rejected.  $H_a$  is accepted, which means that Loyalty has a positive and significant effect on Job Placement.
- f. The results of hypothesis testing show the effect of Loyalty on Career Development with a T-statistic of 2.245 and a p-value of 0.025, and this shows that the P-Value value is 0.025 smaller than the alpha value ( $< 0.05$ ) or with a t-statistic of 2.245 more significant than the t value -critical / t-table ( $> 1.96$ ) then  $H_0$  is rejected.  $H_a$  is accepted, which means that Loyalty has a positive and significant effect on Career Development.
  - g. The results of hypothesis testing show the influence of Career Placement on Career Development with a T-statistic of 7.089 and a p-value of 0.000. It shows that the P-value value is 0.000 smaller than the alpha value ( $< 0.05$ ) or with a t-statistic of 7.089, which is greater than the value t-critical / t-table ( $> 1.96$ ), then  $H_0$  is rejected.  $H_a$  is accepted, which means that Job Placement has a positive and significant effect on Career Development.
  - h. The results of hypothesis testing show the effect of Commitment on Career Development through Job Placement with a T-statistic of 2.718 and a p-value of 0.007. It shows that the P-value value is 0.007, smaller than the alpha value ( $< 0.05$ ) or with a t-statistic of 2.718, which is more excellent. From the critical t-value / t-table ( $> 1.96$ ),  $H_0$  is rejected, and  $H_a$  is accepted, which means that commitment positively and significantly indirectly affects career development through job placement.
  - i. The results of hypothesis testing show the influence of educational qualifications on career development through job placement with a T-statistic of 3.655 and a p-value of 0.000, and this shows that the P-value is 0.000 less than the alpha value ( $< 0.05$ ) or with a t-statistic of 3.655 more. Suppose the t-critical / t-table value is enormous ( $> 1.96$ ). In that case,  $H_0$  is rejected, and  $H_a$  is accepted, which means that educational qualifications positively and significantly indirectly influence career development through job placement.
  - j. The results of hypothesis testing show the effect of Loyalty on Career Development through Job Placement with a T-statistic of 3.655 and a p-value of 0.000. It shows the P-value value of 0.000 is smaller than the alpha value ( $< 0.05$ ) or with a t-statistic of 3.655, which is more excellent. From the critical t-value / t-table ( $> 1.96$ ),  $H_0$  is rejected, and  $H_a$  is accepted, which means that Loyalty has a positive and significant indirect influence on career development through job placement.

## CONCLUSION

1. The research hypothesis's results show that Commitment significantly affects Job Placement.
2. The research hypothesis's results show that commitment has no significant effect on career development.
3. The results of the research hypothesis show that educational qualifications have a significant effect on job placement.
4. The research hypothesis's results show that educational qualifications positively and significantly affect career development.
5. The research hypothesis's results show that Loyalty significantly affects Job Placement.
6. The research hypothesis's results show that Loyalty has a positive and significant effect on career development.
7. The research hypothesis's results show that Job Placement significantly affects Career Development.
8. The research hypothesis's results show that commitment significantly affects career development through job placement.



9. The research hypothesis's results show that educational qualifications significantly affect career development through job placement.
10. The research hypothesis's results show that Loyalty significantly affects Career Development through Job Placement.

#### Suggestions.

1. In an effort to foster high commitment to employees, hospital management should instill a strong belief in employees that hospitals can be a means of developing careers. This can be realized if obstacles occur, always through a joint decision-making process, so the sense of ownership, loyalty and pride in the workplace will grow well.
2. To increase competitiveness in health services, hospitals need to increase employee competency and skills through education and training so that employees can work optimally and develop themselves optimally.
3. Instilling an attitude of high loyalty is a form of loyalty to the workplace. Moreover, having employees who have a high level of loyalty is an important asset that must be considered. Apart from not costing much money and taking a long time, this type of employee tends to have high skill and productivity. For this reason, hospitals should always provide opportunities for employees to develop their careers through regular employee promotions.
4. Job placement is one of the most essential functions in human resources because quality must meet the needs of an institution or organization. Hospitals hope that when assigning assignments (work placements) to employees, they pay attention to their level of education, work experience, status, age and other factors.

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