

## **THE INFLUENCE OF WORK ABILITY, JOB PLACEMENT, WORK LOYALTY AND TEAMWORK ON EMPLOYEE PERFORMANCE OF PT. JAYA MANDIRI SEJAHTERA BATAM**

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**Abstract:** This study aims to examine the influence of work ability, job placement, work loyalty, and teamwork on employee performance at PT. JMS Batam. A quantitative approach is used, with a questionnaire as the research instrument. The sample size consists of 87 respondents, who are employees of PT. JMS Batam. The research method employed is random sampling. The analytical tool used is SPSS 26. The partial test results show that (1) work ability has a positive and significant effect on performance, (2) job placement has a positive and significant effect on performance, (3) work loyalty has a positive and significant effect on performance, and (4) teamwork does not have a significant effect on performance. The simultaneous test also shows that work ability, job placement, work loyalty, and teamwork have a significant combined effect on performance. The variables of work ability, job placement, work loyalty, and teamwork account for 57.7% of the variance, while the remaining 42.3% is explained by other variables not included in this study.

**Keywords:** Work Ability, Job Placement, Work Loyalty, Teamwork, Employee Performance

### **1. Introduction**

Human resources are a crucial determinant of organizational success in the era of globalization. PT. JMS Batam, a branch of the multinational Jms Group operating in the healthcare sector, views human resources as a fundamental asset in building the company. Employee performance reflects organizational performance and is closely related to the company's competitive advantage (Widyandari et al., 2022). Several factors can influence employee performance, including work ability, job placement, work loyalty, and teamwork. According to Robbins and Judge, as cited by Devischa and Mukzam (2018), work ability is an individual's capacity to perform various tasks within a job. Proper job placement also impacts the achievement of company goals. Mahayuni and Dewi (2020) state that employee loyalty is crucial for the company. Meanwhile, Masyithah (2018) describes teamwork as a group of individuals working together to achieve targets simultaneously. This study aims to analyze the impact of work ability, job placement, work loyalty, and teamwork on employee performance at PT. JMS Batam.

Human resources issues are a primary focus for companies in the face of globalization, as the quality of reliable and optimally performing human resources is key to organizational success (Pratiwi et al., 2022). PT. JMS Batam, operating in the healthcare sector since 1994, emphasizes the importance of managing employees as valuable assets to achieve company goals. According to Mangkunegara (2017), employee performance reflects organizational performance, making it crucial for PT. JMS Batam to enhance work ability, proper job placement, loyalty, and teamwork. This study aims to examine the impact of these factors on employee performance at PT. JMS Batam, with the research question: do work ability, job placement, work loyalty, and teamwork significantly affect employee performance?

Human resources (HR) are a key factor in organizational success, especially in facing the challenges of globalization. Even if a company has adequate facilities and infrastructure, achieving company goals is difficult without reliable and optimally performing HR (Pratiwi et al., 2022). PT. JMS Batam, part of the Jms Group, which has been focused on the production of disposable medical equipment since 1994, underscores the importance of HR management to achieve company goals. Employees at PT. JMS Batam are considered valuable assets that need to be managed to achieve optimal performance through improvements in work ability, appropriate job placement, loyalty, and effective teamwork (Widyandari et al., 2022). According to Mangkunegara (2017), employee performance reflects organizational performance and depends on work ability, which includes intellectual, physical, emotional, and spiritual aspects. However, issues at PT. JMS Batam related to low work ability, improper job placement, work loyalty influenced by employee comfort, and less-than-optimal teamwork are obstacles to achieving company targets. This study aims to test whether factors such as work ability, job placement, work loyalty, and teamwork significantly influence employee performance at PT. JMS Batam, with the primary focus on improving HR quality to achieve company goals. By understanding the impact of each factor, the company can develop strategies to enhance employee performance and achieve expected results.

This study also highlights that proper job placement is crucial for employee performance. Mistakes in placement can lead to difficulties in task completion and hinder the achievement of company goals. At PT. JMS Batam, the phenomenon indicates that employees placed in roles not suited to their skills often experience decreased performance and job dissatisfaction. Additionally, work loyalty is an important element influencing performance. Loyalty is not only reflected in the length of time an employee stays with the company but also in their attitude and contributions to the company's progress. Employees with high loyalty tend to demonstrate responsibility, discipline, and dedication in their work, which positively impacts the company's productivity.

Effective teamwork is another significant factor affecting organizational performance. According to Masyithah (2018), teams that work harmoniously are more effective in reaching targets. At PT. JMS Batam, a lack of collaboration between departments often results in slow work processes and output that does not meet targets. This condition indicates that effective collaboration among employees is essential to improve performance and productivity. Issues related to teamwork need to be addressed with better communication and clear task allocation so that each team member can perform optimally.

Efforts to increase employee productivity are a crucial management challenge, given that a company's success heavily relies on the quality of human resource productivity. Thus, this study emphasizes that effective HR management, involving improvements in work ability, proper job placement, fostering loyalty, and effective teamwork, is a vital strategy to ensure optimal employee performance at PT. JMS Batam. This research provides insights into how these factors interrelate and impact performance and how the company can develop appropriate policies to enhance overall employee performance. Based on this issue, the study titled "The Influence of Work Ability, Job Placement, Work Loyalty, and Teamwork on Employee Performance at PT. Jaya Mandiri Sejahtera Batam" aims to analyze the relationship between these variables in depth and offer strategic recommendations for improving company performance.

Work ability is the individual's capacity to perform specific tasks or jobs, encompassing knowledge, skills, and both physical and mental abilities. According to the Indonesian Dictionary, ability is the capability to do something that needs to be done, while Kasmir (2016)

states that work ability is closely related to the knowledge and skills gained through education, training, and experience. According to Rudini (2021) and the research by Sinambela and Lestari (2022), good work ability positively affects employee performance, facilitating the completion of tasks and responsibilities. Work ability can be divided into intellectual ability, which includes mental activities such as reasoning and problem-solving, and physical ability, which involves stamina and physical strength for specific tasks (Yasiro, 2019). Factors influencing work ability include knowledge and skills, while indicators of work ability encompass knowledge, training, experience, skills, and work capability (Wahyuni, 2022).

Job placement is a crucial process in human resource management, where employees are assigned to positions that match their skills and expertise. According to Sunyoto and Yani, job placement involves filling new positions and tasks based on considerations of expertise, skills, or specific qualifications (Tanjung et al., 2020). Proper placement not only benefits the company by enhancing morale and productivity but also benefits employees by providing job security and development opportunities. Factors influencing job placement include academic achievements, experience, physical and mental health, marital status, and age (Werther & Davis, 2015). Indicators of job placement include education, job knowledge, job skills, and work experience, all of which are important in determining the fit between employees and available positions (Zulfahmi, 2020).

Employee work loyalty is a vital aspect that determines the success and sustainability of a company. This loyalty encompasses employees' commitment to consistently support and advance the company through dedication, responsibility, and active involvement in achieving organizational goals. Gomes and Madiono (2017) found that work loyalty has a significant impact on employee performance, as observed in their study at CV Hartono Flash Surabaya. According to Hasibuan (2021), work loyalty plays a crucial role in which employees use their time and thought to achieve organizational goals. Furthermore, Heryati (2016) emphasizes that companies with high levels of employee loyalty are more likely to achieve their set goals.

The goals of work loyalty, as stated by AS'ad (2017), include increasing productivity, reducing job errors, and creating a conducive work environment. Strong loyalty can also reduce workplace stress and enhance constructive interactions among employees. The benefits of work loyalty, as mentioned by Runtu (2020), include increased quality and quantity of productivity, as well as better commitment and cooperation. Aspects of work loyalty, according to Siswanto (2017), include adherence to company regulations, responsibility, willingness to cooperate, a sense of belonging, and job satisfaction.

Work loyalty is influenced by various factors, including personal characteristics, job characteristics, company design, and the experiences employees gain within the company (Runtu, 2020). Gozaly and Wibawa (2018) add that indicators of work loyalty include adherence to regulations, dedication, responsibility, honesty, and job satisfaction. By understanding and managing these factors, companies can build and maintain strong loyalty among their employees, which in turn enhances performance and productivity. Strong loyalty allows companies to survive and thrive in a competitive business environment, making loyalty a strategic asset for achieving long-term success.

## **2. Literature Review**

PT. JMS Batam, part of the JMS Group established in June 1994, currently employs approximately 2,300 employees. Headquartered in Hiroshima, Japan, the JMS Group has a

global reach with marketing offices in the United States, Brazil, and Germany. PT. JMS Batam focuses on manufacturing disposable medical devices such as infusion and transfusion sets, blood bags, and dialysis systems, which are exported to various countries. The company's products are certified with ISO 13485 and have passed FDA tests, demonstrating its commitment to quality and safety. PT. JMS Batam's goal is to provide high-quality products at competitive prices for patient safety and to bridge providers and recipients of medical care with the principle of "quality is created in every process" (AS'ad, 2017). By implementing the 5S principles and core values such as honesty, dignity, and innovation, PT. JMS Batam is committed to continuous growth and contributing to the improvement of global quality of life and health. The organizational structure of PT. JMS Batam is designed to facilitate task and responsibility organization to achieve company goals. At the top of the structure is the President Director, who reports directly to the CEO. Below this position are Managers who handle daily management, Controllers who manage financial data and reporting, and Supervisors who oversee task execution by staff. Leaders motivate and guide teams, while Operators carry out functional operations on the ground. This structure ensures operational effectiveness and goal achievement.

PT. JMS Batam adopts the 5S principles (Seiri, Seito, Seiso, Seiketsu, Shisuke) as a culture of continuous improvement. Seiri means sorting and discarding unnecessary items; Seito involves organizing items neatly; Seiso is about maintaining cleanliness in the workplace; Seiketsu standardizes previous practices; and Shisuke commits to making 5S a personal culture. Implementing these principles helps ensure an organized and efficient work environment, supports product quality, and enhances safety and comfort for all employees.

### **3. Method**

This study employs a quantitative approach, grounded in positivist philosophy, and aims to test hypotheses as outlined by Sugiyono (2019). The survey method was chosen as the primary data source, focusing on collecting information from respondents who possess relevant data to address the research problem. Based on its level of explanation, this research is classified as associative or relational, aimed at understanding the cause-and-effect relationships between variables. It investigates the relationship or influence of independent variables (X) on the dependent variable (Y). The population for this study comprises employees of PT. JMS Batam in the BFIT and STORE sections, totaling 112 employees. The sample size for this study is 87, calculated using the Slovin formula (Arikunto, 2013). The research includes two types of variables: dependent (Y) and independent (X). The independent variables (X) are Work Ability (X1), Job Placement (X2), Work Loyalty (X3), and Teamwork (X4). The dependent variable (Y) is employee performance. Data collection is carried out using a questionnaire with a Likert scale. The indicators for each variable are as follows: Work Ability (X1) has 5 indicators: knowledge, training, experience, skills, and capability (Wahyuni, 2022). Job Placement (X2) has 4 indicators: education, job knowledge, job skills, and work experience (Zulfahmi, 2020). Work Loyalty (X3) has 4 indicators: adherence, dedication, responsibility, honesty, and job satisfaction (Wibawa, 2018). Teamwork (X4) has 3 indicators: cooperation, trust, and cohesion (Sibarani, 2018). Data collection is conducted using techniques such as analysis, interviews, questionnaires, and observations, or a combination of these methods. Instrument analysis techniques include validity and reliability tests, while data analysis techniques involve three tests: Classical Assumption Tests: Normality, multicollinearity, and heteroscedasticity tests, Multiple Linear Regression Analysis, Hypothesis Testing: Partial test (t-test), simultaneous test (F-test), and coefficient of determination ( $R^2$ ).



For this analysis, the author distributed questionnaires to 87 employees of PT. JMS Batam. Respondents were categorized based on gender, age, and highest education level. The gender distribution of respondents shows that of the 87 respondents, 29 (33.3%) are male and 58 (66.7%) are female (Table 4.1). This indicates that the majority of PT. JMS Batam employees are female. The age range of respondents is between 20-30 years and 31-40 years. Of the 87 respondents, 81 (93.1%) are in the 20-30 year age range, while 6 (6.9%) are aged 31-40 years (Table 4.2). This suggests that most employees at PT. JMS Batam are young individuals, likely to have high work enthusiasm.

Regarding education, the majority of respondents hold high school/vocational school diplomas, with 76 individuals (87.4%). Diploma holders make up 4 individuals (4.6%), and bachelor's degree holders account for 7 individuals (8.0%) (Table 1). This data indicates that most employees at PT. JMS Batam have high school/vocational school education.

## 4. Result and Discussion

### Validity Testing

#### Validity Test Results for Work Ability Variable (X1):

**Table 1. Results of Validity Test for the Work Ability Variable (X1)**

| No | Item | R Calculated | R Table | Validity |
|----|------|--------------|---------|----------|
| 1  | X1.1 | 0,306        | 0.210   | Valid    |
| 2  | X1.2 | 0,283        | 0.210   | Valid    |
| 3  | X1.3 | 0,286        | 0.210   | Valid    |
| 4  | X1.4 | 0,386        | 0.210   | Valid    |
| 5  | X1.5 | 0,466        | 0.210   | Valid    |
| 6  | X1.6 | 0,339        | 0.210   | Valid    |
| 7  | X1.7 | 0,400        | 0.210   | Valid    |
| 8  | X1.8 | 0,514        | 0.210   | Valid    |

**Source: Primary Data Processing Results, 2024**

After data collection, validity testing was carried out to ensure data quality. Validity was assessed by comparing the Corrected Item-Total Correlation (r-count) values against the table value (r-table). The criteria for validity are: if  $r\text{-count} > r\text{-table}$ , the statement item is valid; if  $r\text{-count} < r\text{-table}$ , the statement item is invalid. With a sample size of 87 respondents and a significance level of 5%, the r-table value is 0.210. The validity test results for the Work Ability variable (X1) show that all statement items are valid. The r-count values for each item exceeded the r-table value of 0.210, confirming that all items for the Work Ability variable are valid. All items for the Work Ability variable (X1) have been confirmed as valid based on the validity testing criteria.

## Results of Validity Test for the Job Placement Variable (X2)

**Table 2. Results of Validity Test for the Job Placement Variable (X2)**

| No | Item | R Calculated | R Table | Validity |
|----|------|--------------|---------|----------|
| 1  | X2.1 | 0,481        | 0.210   | Valid    |
| 2  | X2.2 | 0,447        | 0.210   | Valid    |
| 3  | X2.3 | 0,308        | 0.210   | Valid    |
| 4  | X2.4 | 0,368        | 0.210   | Valid    |
| 5  | X2.5 | 0,303        | 0.210   | Valid    |
| 6  | X2.6 | 0,283        | 0.210   | Valid    |

**Source: Primary Data Processing Results, 2024**

The validity test results for the Job Placement variable (X2) indicate that all statement items are valid. All the r-count values for the items exceed the r-table value of 0.210, confirming that all statements in the Job Placement variable are valid (Table 2). All items for the Job Placement variable (X2) have been validated as they all have r-count values greater than the r-table value of 0.210.

## Results of Validity Test for the Job Loyalty Variable (X3)

**Table 3. Results of Validity Test for the Job Loyalty Variable (X3)**

| No | Item | R Calculated | R Table | Validity |
|----|------|--------------|---------|----------|
| 1  | X3.1 | 0,483        | 0.210   | Valid    |
| 2  | X3.2 | 0,576        | 0.210   | Valid    |
| 3  | X3.3 | 0,328        | 0.210   | Valid    |
| 4  | X3.4 | 0,410        | 0.210   | Valid    |
| 5  | X3.5 | 0,247        | 0.210   | Valid    |
| 6  | X3.6 | 0,457        | 0.210   | Valid    |
| 7  | X3.7 | 0,519        | 0.210   | Valid    |
| 8  | X3.8 | 0,369        | 0.210   | Valid    |

**Source: Primary Data Processing Results, 2024**

The validity test results for the Work Loyalty variable (X3) show that all statement items are valid. All r-count values for the items are greater than the r-table value of 0.210, indicating that all statements in the Work Loyalty variable are valid (Table 3). All items for the Work Loyalty variable (X3) are confirmed as valid since their r-count values exceed the r-table value of 0.210.

## Results of Validity Test for the Teamwork Variable (X4)

**Table 4. Results of Validity Test for the Teamwork Variable (X4)**

| No | Item | R Calculated | R Table | Validity |
|----|------|--------------|---------|----------|
| 1  | X4.1 | 0,559        | 0.210   | Valid    |
| 2  | X4.2 | 0,521        | 0.210   | Valid    |
| 3  | X4.3 | 0,478        | 0.210   | Valid    |
| 4  | X4.4 | 0,614        | 0.210   | Valid    |
| 5  | X4.5 | 0,389        | 0.210   | Valid    |

| No | Item | R Calculated | R Table | Validity |
|----|------|--------------|---------|----------|
| 6  | X4.6 | 0,439        | 0.210   | Valid    |

**Source: Primary Data Processing Results, 2024**

The validity test results for the Teamwork variable (X4) indicate that all statement items are valid. All r-count values for the items are greater than the r-table value of 0.210, confirming that all statements in the Teamwork variable are valid (Table 4). All items for the Teamwork variable (X4) are validated, as their r-count values exceed the r-table value of 0.210.

## Results of Validity Test for the Employee Performance Variable (Y)

**Table 5. Results of Validity Test for the Employee Performance Variable (Y)**

| No | Item | R Calculated | R Table | Validity |
|----|------|--------------|---------|----------|
| 1  | Y1   | 0,449        | 0.210   | Valid    |
| 2  | Y2   | 0,386        | 0.210   | Valid    |
| 3  | Y3   | 0,348        | 0.210   | Valid    |
| 4  | Y4   | 0,474        | 0.210   | Valid    |
| 5  | Y5   | 0,409        | 0.210   | Valid    |
| 6  | Y6   | 0,385        | 0.210   | Valid    |
| 7  | Y7   | 0,432        | 0.210   | Valid    |
| 8  | Y8   | 0,414        | 0.210   | Valid    |
| 9  | Y9   | 0,431        | 0.210   | Valid    |
| 10 | Y10  | 0,448        | 0.210   | Valid    |

**Source: Primary Data Processing Results, 2024**

The validity test results for the Employee Performance variable (Y) show that all statement items are valid. All r-count values for the items are greater than the r-table value of 0.210, indicating that all statements in the Employee Performance variable are valid (Table 5). All items for the Employee Performance variable (Y) are confirmed as valid since their r-count values exceed the r-table value of 0.210.

## Results of Reliability Test

**Table 6. Results of Reliability Test**

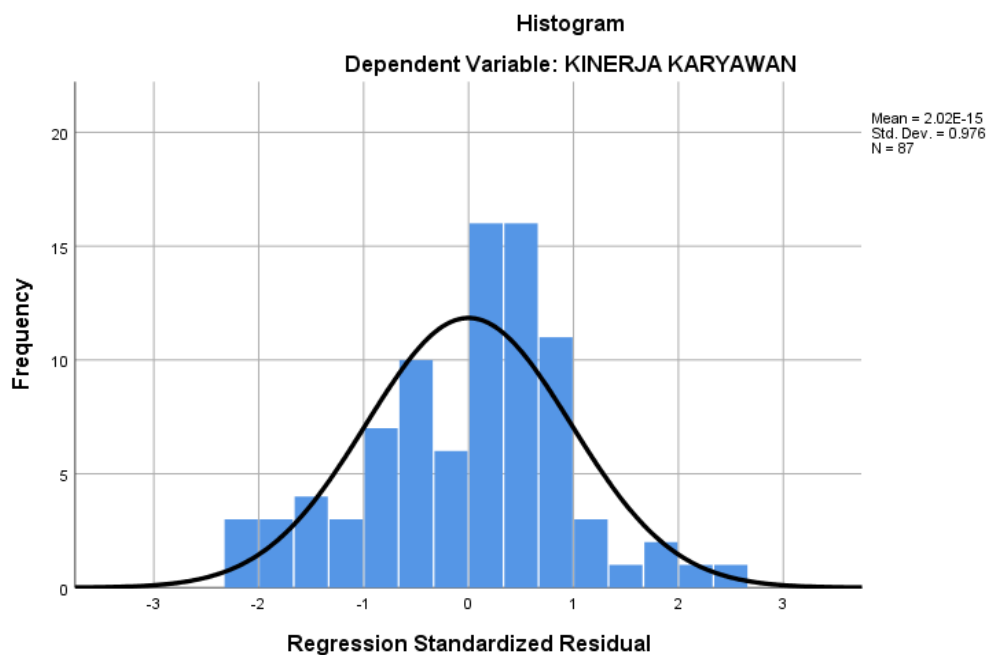
| Variable             |      |          | Rule of | Reliability |
|----------------------|------|----------|---------|-------------|
|                      | Item | Cronbach |         |             |
| Work Ability (X1)    | 8    | 0,681    | 0,60    | Reliable    |
| Job Placement (X2)   | 6    | 0,726    | 0,60    | Reliable    |
| Work Loyalty (X3)    | 8    | 0,728    | 0,60    | Reliable    |
| Teamwork (X4)        | 6    | 0,758    | 0,60    | Reliable    |
| Employee Performance | 10   | 0,732    | 0,60    | Reliable    |

**Source: Primary Data Processing Results, 2024**

The reliability test results for the 87 samples at PT. JMS Batam show that all variables have reliable measurement tools. According to the Cronbach's Alpha values listed in Table 6, all variables have values greater than 0.60, indicating that the measurement tools are trustworthy. All variables have been confirmed as reliable, with Cronbach's Alpha values exceeding 0.60, ensuring the dependability of the measurement tools used in the study.

## Classical Assumptions Test

### Normality Test

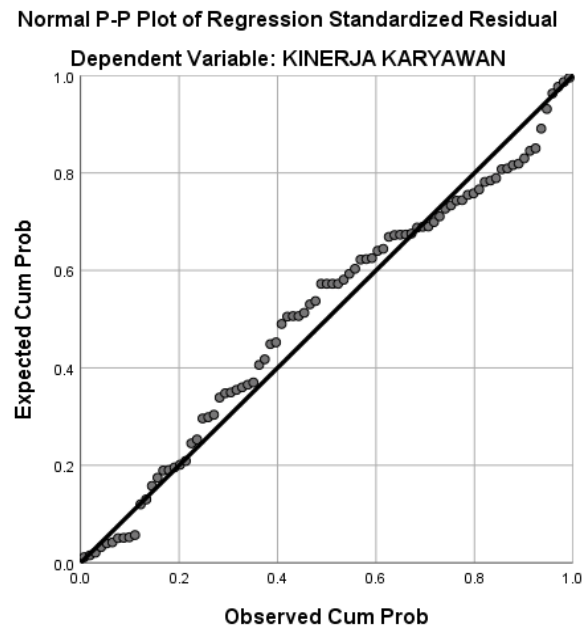


**Figure 1. Histogram for Normality**

**Source: Primary Data Processing Results, 2024**

The normality test results obtained using SPSS version 26 show that the histogram (Figure 1) displays a symmetrical distribution with a bell-shaped pattern, indicating that the data meet the normality assumption. The purpose of the normality test is to determine whether the sample follows a normal distribution. This assumption is crucial in linear regression models because the error terms need to be normally distributed. The normality test was conducted using both the histogram and the Normal P-P Plot. The criteria for normality testing are as follows: Data are considered normally distributed if the points on the histogram form a symmetric bell-shaped pattern and if the points on the Normal P-P Plot spread around and follow the diagonal line. Data are considered not normally distributed if the points on the Normal P-P Plot spread significantly away from the diagonal line. The histogram and Normal P-P Plot indicate that the data are normally distributed, as the histogram shows a bell-shaped curve and the points on the Normal P-P Plot closely follow the diagonal line.



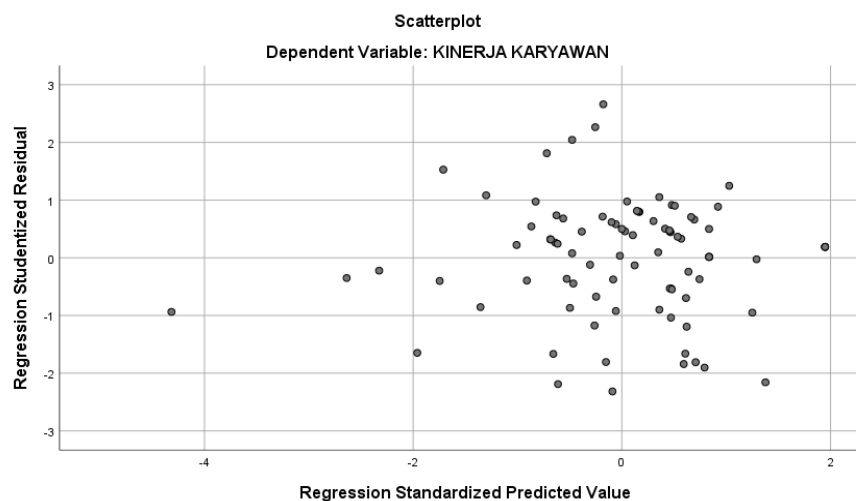


**Figure 2. Normal P-P Plot**

**Source: Primary Data Processing Results, 2024**

Based on the data processed with SPSS version 26, the histogram (Figure 1) demonstrates a symmetrical distribution with a bell-shaped curve, satisfying the normality assumption. Additionally, the Normal P-P Plot (Figure 2) shows that the points spread around and closely follow the diagonal line, indicating that the regression model also meets the normality assumption. This confirms that both the data and the model adhere to the normality requirement for further statistical analysis.

### Heteroscedasticity Test



**Figure 3. Heteroscedasticity Test Results**

**Source: Primary Data Processing Results, 2024**

Based on the results of the heteroskedasticity test shown in Figure 3, no issues with heteroskedasticity were detected. The points on the Scatterplot are randomly distributed without any clear pattern above or below the 0 mark on the Y-axis. This indicates that the data meet the homoskedasticity assumption and do not exhibit heteroskedasticity.

## Multicollinearity Test results

**Table 7. Multicollinearity Test results**

| Model              | Collinearity Statistics |       |
|--------------------|-------------------------|-------|
|                    | Tolerance               | VIF   |
| 1 (Constant)       |                         |       |
| Work Ability (X1)  | 0,599                   | 1,671 |
| Job Placement (X2) | 0,491                   | 2,037 |
| Work Loyalty (X3)  | 0,418                   | 2,395 |
| Teamwork (X4)      | 0,525                   | 1,906 |

Based on Table 7, the multicollinearity test results indicate that all independent variables have a VIF value below 10 and a Tolerance value greater than 0.1. Specifically, Work Ability has a VIF of 1.671 and Tolerance of 0.599; Job Placement has a VIF of 2.037 and Tolerance of 0.491; Work Loyalty has a VIF of 2.395 and Tolerance of 0.418; and Team Cooperation has a VIF of 1.906 and Tolerance of 0.525. This suggests that the regression model is free from multicollinearity issues.

## Multiple Linear Regression Analysis

The multiple linear regression analysis is used to measure the effect of independent variables, namely Work Ability (X1), Job Placement (X2), Work Loyalty (X3), and Team Cooperation (X4), on the dependent variable, which is Employee Performance (Y). The results of the testing using SPSS, as presented in Table 8, show the multiple linear regression equation as follows:

**Tabel 8. Multiple Linear Regression Analysis Result**

| Model         | Unstandardized Coefficients |            | Standardized Coefficients |
|---------------|-----------------------------|------------|---------------------------|
|               | B                           | Std. Error | Beta                      |
| 1 (Constant)  | 5,613                       | 3,790      |                           |
| Work Ability  | 0,338                       | 0,138      | 0,228                     |
| Job Placement | 0,527                       | 0,169      | 0,319                     |
| Work Loyalty  | 0,556                       | 0,131      | 0,217                     |
| Teamwork      | 0,505                       | 0,139      | 0,146                     |

Based on the data processing results in Table 8, the multiple linear regression equation is as follows:

$$Y = 5.613 + 0.338X_1 + 0.527X_2 + 0.556X_3 + 0.505X_4 + e$$

The explanation for each coefficient in the equation is as follows:

**Constant (a)** of 5.613 indicates that if all independent variables are assumed to be zero (0), the Employee Performance (Y) will be at a level of 5.613. This is the Y-intercept, reflecting the employee performance when there is no influence from the independent variables.

**Coefficient of Work Ability (b1)** of 0.338 means that each one-unit increase in Work Ability (X1) will increase Employee Performance (Y) by 0.338, assuming other variables remain constant. This shows a positive relationship between Work Ability and Employee Performance.

**Coefficient of Job Placement (b2)** of 0.527 indicates that a one-unit increase in Job Placement (X2) will raise Employee Performance (Y) by 0.527, assuming other variables stay the same. This suggests that Job Placement has a positive and significant impact on Employee Performance.

**Coefficient of Work Loyalty (b3)** of 0.556 means that a one-unit increase in Work Loyalty (X3) will enhance Employee Performance (Y) by 0.556, with other variables held constant. This indicates that Work Loyalty has the largest positive impact compared to other independent variables.

**Coefficient of Teamwork (b4)** of 0.505 implies that each one-unit increase in Teamwork (X4) will improve Employee Performance (Y) by 0.505, assuming other variables remain unchanged. This shows that Teamwork also positively affects Employee Performance.

**Standard Error (e)** represents random factors affecting Employee Performance that are not included in the model. This standard error reflects the influence of other unmeasured variables in the study.

Overall, all independent variables (Work Ability, Job Placement, Work Loyalty, and Teamwork) have a positive relationship with the dependent variable (Employee Performance), meaning that increases in each of these independent variables are likely to improve employee performance.

## Hypothesis Testing

### Partial t-Test

The t-test is used to test the significance of the relationship between independent variables (X) and the dependent variable (Y). This test aims to determine whether each independent variable, such as Work Ability (X1), Job Placement (X2), Work Loyalty (X3), and Teamwork (X4), has a significant partial effect on the dependent variable, Employee Performance (Y). The hypotheses for this test are:

- **H0 (Null Hypothesis):** The independent variables (Work Ability, Job Placement, Work Loyalty, and Teamwork) have no partial effect on the dependent variable (Employee Performance).
- **Ha (Alternative Hypothesis):** The independent variables (Work Ability, Job Placement, Work Loyalty, and Teamwork) have a partial effect on the dependent variable (Employee Performance).

With a sample size (n) of 87 and the number of variables (k) being 5, the degrees of freedom (df) are calculated as follows:

$$df = n - k - 1$$

Thus, the degrees of freedom for this test are:

$$df = 87 - 5 - 1 = 81$$

The t-test results will determine whether the coefficients for each independent variable are significantly different from zero, which will indicate their individual contributions to Employee Performance.

**Table 9. t-Test Results for Coefficients<sup>a</sup>**

|               | Unstandardized<br>Coefficients | Standardized<br>Coefficients | t     | Sig.        |
|---------------|--------------------------------|------------------------------|-------|-------------|
| Model         | B                              | Std. Error                   | Beta  |             |
| 1 (Constant)  | 5,613                          | 3,790                        |       | 1,481 0,142 |
| Work Ability  | 0,338                          | 0,138                        | 0,228 | 2,455 0,001 |
| Job Placement | 0,527                          | 0,169                        | 0,319 | 3,110 0,003 |
| Work Loyalty  | 0,556                          | 0,131                        | 0,217 | 1,950 0,004 |
| Teamwork      | 0,505                          | 0,139                        | 0,146 | 1,475 0,144 |

a. Dependent Variable: Employee Performance

**Source: Primary Data Processing Results, 2024**

### Partial Hypothesis Testing (t-Test):

a) **Work Ability (X1):** The calculated t-value ( $t_{hitung}$ ) for Work Ability is 2.445, which is greater than the t-table value ( $t_{tabel}$ ) of 1.663. The significance value is 0.001, which is less than 0.05. This indicates that H1 is accepted, meaning that the Work Ability variable has a significant partial effect on Employee Performance.

b) **Job Placement (X2):** The calculated t-value ( $t_{hitung}$ ) for Job Placement is 3.110, which is greater than the t-table value ( $t_{tabel}$ ) of 1.663. The significance value is 0.003, which is less than 0.05. Therefore, H2 is accepted, indicating that the Job Placement variable has a significant partial effect on Employee Performance.

c) **Work Loyalty (X3):** The calculated t-value ( $t_{hitung}$ ) for Work Loyalty is 1.950, which is greater than the t-table value ( $t_{tabel}$ ) of 1.663. The significance value is 0.004, which is also less than 0.05. Hence, H3 is accepted, showing that the Work Loyalty variable has a significant partial effect on Employee Performance.

d) **Teamwork (X4):** The calculated t-value ( $t_{hitung}$ ) for Teamwork is 1.475, which is less than the t-table value ( $t_{tabel}$ ) of 1.663. The significance value is 0.144, which is greater than 0.05. Based on this result, H4 is rejected, indicating that the Teamwork variable does not have a significant partial effect on Employee Performance.

From the hypothesis testing above, it can be concluded that the variables Work Ability (X1), Job Placement (X2), and Work Loyalty (X3) have a significant partial effect on Employee Performance (Y), while the Teamwork (X4) variable does not have a significant partial effect on Employee Performance.



## F-Test:

The F-Test is used to assess whether all independent variables (Work Ability, Job Placement, Work Loyalty, and Teamwork) collectively have a significant effect on the dependent variable, Employee Performance. This test compares the calculated F-value with the F-table value to determine whether there is a significant overall effect. The formula used to determine the F-table value is

- **df1**  $k-1=5-1=4$   $k-1=5-1=4$  (where  $k$  = variables Number)
- **df2**  $n-k=87-5=82$   $n-k=87-5=82$  (Where  $n$  = sample Number)

With these values, the F-table value obtained is 2.48 at a 5% significance level. The decision criteria are as follows:

1. If  $F_{count} > F_{table}$ , then  $H_0$  is rejected and  $H_a$  is accepted, indicating that all independent variables simultaneously have a significant effect on the dependent variable.
2. If  $F_{count} < F_{table}$ , then  $H_0$  is accepted and  $H_a$  is rejected, indicating that there is no significant simultaneous effect of all independent variables on the dependent variable.

**Table 10. F Test Results**

| ANOVA <sup>a</sup> |            |                |    |             |        |                   |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
| Model              |            | Sum of Squares | Df | Mean Square | F      | Sig.              |
| 1                  | Regression | 488,244        | 5  | 122,061     | 27,981 | .000 <sup>b</sup> |
|                    | Residual   | 357,710        | 82 | 4,362       |        |                   |
|                    | Total      | 845,954        | 87 |             |        |                   |

**Source: Primary Data Processing Results, 2024**

From the data analysis using SPSS, the calculated F value is 27.981. The calculated F value (27.981) is greater than the F-table value (2.48). The significance value is 0.000, which is less than 0.05. Based on these results, the decision is to accept  $H_5$ , meaning that the variables of Work Ability ( $X_1$ ), Job Placement ( $X_2$ ), Work Loyalty ( $X_3$ ), and Team Cooperation ( $X_4$ ) have a significant simultaneous effect on Employee Performance ( $Y$ ) at PT JMS Batam. The F-test shows that the independent variables have a significant simultaneous effect on the dependent variable. This means that Work Ability, Job Placement, Work Loyalty, and Team Cooperation collectively have a significant impact on Employee Performance. This indicates that all four factors are important to consider in efforts to improve employee performance at PT JMS Batam.

## Coefficient of Determination ( $R^2$ ) Test

The coefficient of determination ( $R^2$ ) is used to assess how well the model explains the variation in the dependent variable. A higher  $R^2$  value indicates a greater ability of the model to explain the variation in the dependent variable. Here are the results of the  $R^2$  test obtained:

**Table 11. Coefficient of Determination ( $R^2$ ) Test Result**

| Model Summary |                   |          |                   |                            |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model         | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1             | .760 <sup>a</sup> | 0,577    | 0,557             | 2,089                      |

**Source: Primary Data Processing Results, 2024**

The obtained R value of 0.760 indicates a strong correlation between the independent variables (Work Ability, Job Placement, Work Loyalty, and Team Collaboration) and the dependent variable (Employee Performance). This means that the level of correlation between these variables is 76.0%.

**R Square:** The R Square value of 0.577 indicates that 57.7% of the variation in employee performance can be explained by the independent variables in this model, namely Work Ability, Job Placement, Work Loyalty, and Team Collaboration. In other words, the regression model explains 57.7% of the total variation in employee performance.

**Adjusted R Square:** The Adjusted R Square value of 0.557 adjusts the R Square value by considering the number of independent variables and sample size. This value is more appropriate for generalizing the model. With an Adjusted R Square of 55.7%, it can be concluded that the contribution of the independent variables in this model is quite strong and relevant in explaining the variability in employee performance.

**Remaining Variation:** The remaining 42.3% (100% - 57.7%) of the variation in employee performance is influenced by other factors not included in this model. These factors could include aspects such as work environment conditions, company policies, or other individual factors not examined in this study.

Based on the coefficient of determination test, it can be concluded that Work Ability, Job Placement, Work Loyalty, and Team Collaboration contribute significantly to employee performance at PT JMS Batam. The regression model used in this study explains a substantial portion of the variation in employee performance, though other factors outside the model also affect performance. This indicates that the company can enhance employee performance by addressing and improving these factors.

## **5. Conclusion**

This study aims to assess the impact of work ability, job placement, work loyalty, and team collaboration on employee performance at PT. JMS Batam. The results of the study show the effects of each independent variable on the dependent variable, which are explained as follows:

1. **Impact of Work Ability on Employee Performance:** The study found that the work ability variable (X1) has a t-value of 2.445, which is greater than the t-table value of 1.663, with a significance level of 0.001, which is less than 0.05. This indicates that H1 is accepted, meaning that, partially, work ability has a positive and significant effect on employee performance at PT. JMS Batam. In other words, improvements in employee work ability contribute to better performance.
2. **Impact of Job Placement on Employee Performance:** The results show that the job placement variable (X2) has a t-value of 3.110, greater than the t-table value of 1.663, with a significance level of 0.003, which is less than 0.05. This means that H2 is accepted, indicating that job placement has a positive and significant effect on employee performance at PT. JMS Batam. Thus, appropriate job placement can enhance employee performance.
3. **Impact of Work Loyalty on Employee Performance:** The study indicates that the work loyalty variable (X3) has a t-value of 1.950, which is greater than the t-table value of 1.663, with a significance level of 0.004, which is less than 0.05. This suggests that

H3 is accepted, meaning that work loyalty has a positive and significant impact on employee performance at PT. JMS Batam. High employee loyalty is associated with better performance.

4. **Impact of Team Collaboration on Employee Performance:** The study found that the team collaboration variable (X4) has a t-value of 1.475, which is less than the t-table value of 1.663, with a significance level of 0.144, which is greater than 0.05. This means that H4 is rejected, indicating that team collaboration does not have a significant impact on employee performance at PT. JMS Batam in this context. Although team collaboration is important, its effect on employee performance is not significant in this study.
5. **Impact of Work Ability, Job Placement, Work Loyalty, and Team Collaboration on Employee Performance:** The results show that, simultaneously, work ability, job placement, work loyalty, and team collaboration have a significant effect on employee performance. This is evidenced by the F-test result, which shows an F-value of 27.981, greater than the F-table value of 2.48, with a significance level of 0.000, which is less than 0.05. Therefore, H5 is accepted, indicating that all the independent variables together have a significant impact on employee performance at PT. JMS Batam.

Based on the analysis results, it can be concluded that work ability, job placement, and work loyalty have a positive and significant effect on employee performance individually. However, team collaboration does not have a significant partial effect on employee performance. Collectively, all four variables significantly influence employee performance, highlighting the importance of managing these factors together to enhance employee performance at PT. JMS Batam.

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