

The Influence of Career Development, Job Loyalty and Employee Welfare on Employee Performance in National Unity and Political Agencies in South Minahasa

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ABSTRACT

This research aims to determine the influence of career development, job loyalty and Employee Welfare on employee performance at the National Unity and Political Agency of South Minahasa. This research uses quantitative and associative methods. The sampling technique in this research used saturated samples. Data collection in this research used a questionnaire distributed to 35 respondents who were KESBANGPOL Agency employees. The results show that career development, job loyalty and employee welfare simultaneously have a significant effect on the performance of employees of the National Unity and Political Agency of South Minahasa. Career development partially and significantly influences the performance of employees of the South Minahasa National and Political Unity Agency. Job loyalty partially and significantly influences the performance of employees of the National Unity and Political Agency of South Minahasa. Employee welfare partially and significantly influences the performance of employees of the National Unity and Political Agency of South Minahasa. It can be concluded that Career Development, Job Loyalty and Employee Welfare simultaneously have a positive and significant effect on the performance of employees of the South Minahasa National and Political Unity Agency, while the variables of career development, job loyalty and employee welfare partially have a positive and significant effect on the performance of National Unity and Political Agency employees. South Minahasa Politics. For the National Unity and Political Agency of South Minahasa, the variables of career development, job loyalty, and employee welfare have been proven to influence employee performance.

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1. INTRODUCTION

Performance is a very vital aspect in a company to achieve company goals. A company's achievements really depend on employee performance. Employee performance is an important focus

in the field of Human Resources Management. It is difficult to provide a comprehensive definition of performance. The term "performance" is often associated with work performance, work effectiveness, work results, goal achievement, work productivity, and other concepts [1]. Successful employee performance can be observed through the quantity and quality of work output, consistent and punctual attendance, and the ability to collaborate with colleagues in completing tasks. With optimal performance, each employee can handle company tasks with efficiency and effectiveness, so that organizational problems can be resolved well.

A decrease in performance will cause the work given to employees to not be completed adequately, in accordance with the standards set by the South Minahasa National and Political Unity Agency. The agency routinely carries out performance evaluations led by department heads using the Performance Management System (SMK). To improve employee competency, the South Minahasa National and Political Unity Agency applies a competency-based human resources approach, taking into account several relevant factors. There are five targets that must be met by all employees of the South Minahasa National and Political Unity Agency in order to be considered successful in carrying out their duties.

Based on the analysis of the five components which are part of the mandatory competencies in performance assessment at the South Minahasa National and Political Unity Agency (KESBANGPOL), it can be concluded that the data shows that performance achievement has not reached the targets that have been set, especially in aspects of mandatory competencies such as integrity, spirit of achievement, orientation towards customer satisfaction, and empathy. A low percentage of assessment results in 2022 indicates a lack of achievement of performance targets. Low employee performance appraisal is one of the problems that is of concern to researchers. A decrease in the assessment of employee performance targets will have a negative impact on the progress of the organization. It can be seen whether the performance of employees at the South Minahasa KESBANGPOL Agency is good or not through the percentage assessment in the Performance Management System (SMK), which shows that over the last five years, employee performance has not achieved an excellent predicate (A).

Based on data regarding fluctuations in the performance of South Minahasa National Unity and Political Unity (KESBANGPOL) employees from 2018 to 2022, it can be seen that every year there are 35 employees whose performance is assessed by this agency. The evaluation results show that the performance of South Minahasa KESBANGPOL employees during this period generally had a good rating (B), but in 2019 and 2021, this performance received a fair rating (C). Over the past five years, not a single employee's performance at KESBANGPOL South Minahasa has achieved the title of very good (A), even though it is hoped that the performance of the employees will improve over time according to the company's expectations. Analysis of the employee performance assessment table shows that the achievements desired by the company have not been fully achieved. Through direct interviews with company leaders, it was revealed that they were dissatisfied with the results of performance evaluations over the last five years which tended to be ranked B. Thus, employee performance in 2022 will still not meet maximum expectations. Therefore, efforts are needed to find approaches that can improve employee performance, create levels of loyalty, welfare and career development for each employee. One approach that is considered appropriate for improving the performance of South Minahasa KESBANGPOL employees is to improve the quality of human resources, by paying attention to factors such as career development, loyalty and employee welfare. It is hoped that with this approach, the problem of low employee performance at the South Minahasa KESBANGPOL Agency can be resolved.

Career development is a process that involves training, education and work experience which aims to improve employee competence and qualifications. This is the same as what was said by Sinambela [1] career development is an effort made by an organization in planning the careers of its

employees, which is referred to as career management, including planning, implementing and supervising careers. Career Development at the South Minahasa KESBANGPOL Agency includes activities carried out by the agency, namely education and training which aims to improve employee performance in a particular field, especially the field for which they are currently responsible. By looking at the developing performance of employees, promotions or promotions are also held, this is a change in position or position from a lower level to a higher level in the agency in accordance with the abilities that have been achieved.

Job loyalty, on the other hand, refers to an employee's level of loyalty and commitment to the organization and their job. Strong loyalty to work can result in good employee retention and increase productivity. Just as stated by Swadarma & Netra [2] employee loyalty is an act of awareness for the good of the company, even at the expense of their own interests. Work loyalty at the South Minahasa KESBANGPOL Agency is still relatively lacking, which is because there are still employees who can be said to be inconsistent with their duties, one example of which is their inactivity in looking for ways to contribute more or improve the agency's operations. They may simply carry out the routine tasks required of them, without engaging proactively in looking for ways to improve efficiency, innovation, or quality of work.

Employee welfare mencakup berbagai aspek, termasuk kesejahteraan fisik, emosional, dan sosial karyawan. Upaya organisasi untuk memastikan kesejahteraan karyawan dapat berdampak positif pada kesejahteraan dan kinerja mereka. Kesejahteraan Pegawai menurut Hasibuan [3] adalah: "Kesejahteraan karyawan adalah balas jasa pelengkap (material dan non material) yang di berikan berdasarkan kebijaksanaan, tujuannya untuk.mempertahankan dan memperbaiki kondisi fisik dan mental karyawan agar produktivitas kerjanya meningkat." Di Badan KESBANGPOL Minahasa Selatan ini para pegawai sudah bisa dibilang sejahtera, dengan adanya kompensasi yang diberikan insatnsi sesuai ddengan tugas dan tanggung jawab mereka yang dilaksanakan sesuai ketentuan instansi, misalnya dengan kenaikan gaji. Adapula tunjangan lain seperti tunjangan hari raya (THR). Dan yang terpenting ialah ketika instansi memberikan penghargaan pada pegawai yang kinerjanya bagus dan sangat diapresiasi. Hal ini sangat menguntungkan bagi pihak pegawai dan juga instansi karena mereka memiliki pegawai yang bisa membuat instansi maju.

Although these factors are often considered important in human resource management, there has not been much research that specifically investigates how career development, job loyalty, and employee welfare interact and influence employee performance in National and Political Welfare Agencies. Therefore, this research aims to fill this knowledge gap by examining the impact of these three factors on employee performance. Through careful analysis, this research hopes to provide a deeper understanding of how organizations such as the National and Political Welfare Agency can improve the performance of their employees through effective career development, job loyalty and employee welfare. It is hoped that the results of this research can provide useful recommendations for organizational management, as well as being an important contribution to the development of human resource management theory. Thus, this research has significant relevance in both practical and academic contexts.

2. METHOD

2.1 Research Approach

This research is a causal study that develops a research model that has been designed based on a literature review to answer previously identified problems. The research method applied in this research is a quantitative method. According to Sugiyono [4], a quantitative approach is a research approach that focuses on positivistic data (concrete data), where the research data is in the form of numbers that will be measured using statistics as a calculation test tool, related to the problem being researched to produce conclusions. According to Sinambela [1], quantitative research is a type of

research that utilizes numbers in data processing to produce structured information. The purpose of using this method is to comply with the research objective which is to find out how Career Development, Job Loyalty, and Employee Welfare influence employee performance at the National Unity and Political Agency of South Minahasa.

2.2 Population and Sample

The sample is part of the overall population [4]. In this research, the population refers to all employees of the South Minahasa Political and National Unity Agency, totaling 35 people. The sampling technique used is a saturated sample, where all members of the population are included as a sample. Saturated samples, according to Sugiyono [5], are samples whose number is increased and will not increase the representation so that it will not affect the value of the information that has been obtained. Sampling in this study used a saturated sampling method, in which all members of the population were sampled [6]. Considering that the population is less than 100 respondents, the author chose to use the entire population, namely 35 respondents from the National Unity and Political Agency of South Minahasa.

3. RESULTS AND DISCUSSION

3.1 The Effect of Career Development on Employee Performance

Based on the results of the t test in data processing using the SPSS 22 program, the data shows that the career development variable partially and significantly influences the performance of employees of the National Unity and Political Agency of South Minahasa. This can be proven by the results of the calculated t value, namely $2,410 > t \text{ table } 2,039$ with a significance level of $0.022 < 0.05$. This means that the career development variable is one of the factors that influences the performance of employees of the South Minahasa National and Political Unity Agency. So H_0 is rejected and H_a is accepted. This shows that career development has an influence on employee performance which is accepted or proven.

Career development is the process of increasing individual work abilities in order to achieve the desired career. There are several elements of career development that measure the influence of career development on the performance of employees of the South Minahasa National and Political Unity Agency, namely work performance, exposure, work networks, opportunities to grow, and mentors. Work performance is the work results achieved by employees. Job performance can also influence career development. This is proven by the test results which show that employees are always actively looking for new opportunities to improve their performance at work. Next is exposure, efforts to be known by decision makers regarding promotions, transfers and other career advancement opportunities. Based on test results, exposure is proven to have an effect on career development. Next is the work network, test results show that employees feel that the work network helps collaboration between teams at the South Minahasa National and Political Unity Agency. The next is the opportunity to grow, based on test results it is proven that employees have the opportunity to develop and improve their skills in the workplace. Then, employees think that mentors can help career development. This is proven by test results which show that employees feel that the advice given by mentors can help them in the career development process and improve employee performance. Based on this explanation, it can be said that career development can influence the performance of employees at the South Minahasa National and Political Unity Agency. This is in line with research by Bambulu, Lengkong and Lumintang [7] which states that career development influences employee performance.

3.2 The Effect of Job Loyalty on Employee Performance

Based on the results of the t test in data processing using the SPSS 22 program, the research results show that the job loyalty variable partially and significantly influences the performance of employees of the National Unity and Political Agency of South Minahasa. This can be proven by the results of the calculated t value, namely $3,170 > t \text{ table } 2,039$ with a significance level of $0.003 < 0.05$. This means that the job loyalty variable is one of the factors that influences the performance of employees of the South Minahasa National and Political Unity Agency. So H_0 is rejected and H_a is accepted. This shows that job loyalty has an accepted or proven effect on employee performance.

Job Loyalty is an employee's attitude shown by dedicating themselves for a long period of time to work for a company. There are several elements of Job Loyalty that measure the influence of Job Loyalty on the performance of employees of the National Unity and Political Agency of South Minahasa, namely the first to obey the regulations, a loyal employee always obeys the regulations in the company. This is proven by the test results which show that employees of the South Minahasa National and Political Unity Agency always comply with company rules and regulations. The second is responsibility, loyal employees will have a big responsibility towards the workplace organization. This is proven by the test results which show that employees complete the work responsibilities given by their superiors well. The third is the willingness to work together, good cooperation between employees allows organizations to achieve goals that cannot be achieved by individuals alone. The test results show that employees of the South Minahasa National and Political Unity Agency help each other. The fourth is a sense of belonging, the test results show that employees feel that the problems faced by the company are problems for themselves too. The fifth is interpersonal relationships, loyal employees have good personal relationships with other employees and superiors. The test results show that employees of the South Minahasa National and Political Unity Agency have good social relations with their superiors and fellow employees. The sixth is loving work/passion for tasks, loyal employees will be able to complete work and face problems wisely. This is done by employees who love their work. The test results show that employees of the South Minahasa National and Political Unity Agency have a high interest in working effectively and efficiently.

Based on the explanation above, it can be said that job loyalty can influence the performance of employees of the South Minahasa National and Political Unity Agency. This is in line with research by Letsoin & Ratnasari [8] which states that job loyalty influences employee performance.

3.3 The Influence of Employee Welfare on Employee Performance

Based on the results of the t test in data processing using the SPSS 22 program, the data shows that the employee welfare variable partially and significantly influences the performance of employees of the National Unity and Political Agency of South Minahasa. This can be proven by the results of the calculated t value, namely $4,665 > t \text{ table } 2,039$ with a significance level of $0.000 < 0.05$. This means that the employee welfare variable is one of the factors that influences the performance of employees of the South Minahasa National and Political Unity Agency. So H_0 is rejected and H_a is accepted. This shows that employee welfare has an accepted or proven effect on employee performance.

Employee welfare is complementary compensation, both material and non-material, provided based on policy, the aim of which is to maintain and improve the physical and mental condition of employees so that their work productivity increases. There are several elements of employee welfare that measure the influence of employee welfare on the performance of the South Minahasa National and Political Unity Agency, namely job satisfaction, family satisfaction and life satisfaction. Job satisfaction is an individual thing, meaning that the level of job satisfaction of each individual is different from one another according to oneself. The test results show that employees of the National Unity and Political Agency of South Minahasa are satisfied with their current work. Next is family

satisfaction, which is one form of satisfaction that employees get from their family life. The test results show that employees of the South Minahasa National and Political Unity Agency feel that their work provides sufficient support for their family's financial needs. The test results also show that employees of the South Minahasa National and Political Unity Agency can assess the balance between work time and time with family. The next is life satisfaction, one of life satisfaction is achieving goals or hopes and aspirations in life. The test results show that employees of the South Minahasa National and Political Unity Agency feel that their current job allows them to achieve a balance between personal and professional life, and also feel that their current job provides meaning and purpose in their lives.

Based on the explanation above, it can be said that employee welfare can influence the performance of employees of the South Minahasa National and Political Unity Agency. This is in line with research by Waitutu, Kihara and Senaji [9] which states that employee welfare influences employee performance.

3.4 The Influence of Career Development, Job Loyalty and Employee Welfare on Employee Performance

Based on the F test results obtained from data processing using the SPSS 22 program, it can be seen that the variables Career Development (X1), Job Loyalty (X2), and Employee Welfare (X3) simultaneously influence the performance of the South Minahasa National Unity and Political Agency employees. This can be proven by the F table test results, namely 12,383 with an F table value of 2.73. Thus, because the calculated F value is greater than the F table, namely $12,383 > 2.73$ and the significance level is $0.00 < 0.05$. Based on the data results, the Coefficient of Determination (R²) shows a result of 0.343. This means that the influence of the variables happiness (X1), employee retention (X2), and employee engagement (X3) on the employee achievement variable (Y) is 34.3% and the remaining 65.7% is influenced by other variables not discussed in this research. .

Career Development, Job Loyalty and Employee Welfare are factors that can influence the performance of employees of the National Unity and Political Agency of South Minahasa. Career development is an effort to improve employee abilities in accordance with the needs of the job or position through education and training. The better the career development, the higher the work motivation and employee performance will be. The National Unity and Political Agency of South Minahasa has proven successful in increasing employee career development through work performance, exposure, work networks, opportunities for growth and mentors/mentors. Next, Job Loyalty is employee loyalty to the job or company where they work. Job loyalty can have a positive influence on employee performance. Employees who are loyal to their job or company tend to show higher levels of motivation and engagement. They may be more committed to making maximum contributions, working efficiently, and having a positive attitude towards their tasks. Job loyalty can also create a stable work environment and enable strong relationships between employees and the company, all of which can contribute to improved overall performance.

Then employee welfare. Employee welfare refers to a series of initiatives, policies and programs implemented by an organization to improve the conditions and happiness of employees. Employee welfare can have a positive impact on employee performance. Good facilities and wellness programs can increase employee satisfaction and motivation, which in turn can influence productivity and overall performance. A supportive work environment, including wellbeing policies that address aspects such as work-life balance, health, can create conditions where employees feel valued and cared for. This can improve individual and team performance. The test results show that the National Unity and Political Agency of South Minahasa has proven successful in improving employee welfare so that it has an impact on employee performance.

Based on the explanation above, it can be said that Career Development, Job Loyalty and Employee Welfare influence the performance of employees of the National Unity and Political Agency of South Minahasa. This is in line with research by Bambulu, Lengkong and Lumintang [7] which states that career development influences employee performance. Furthermore, Sholihin and Arida's research [10] states that job loyalty influences employee performance. Then research by Waitutu, Kihara and Senaji (2017) said that employee welfare influences employee performance

4. CONCLUSION

Career Development partially has a positive and significant effect on the Performance of Employees of the National Unity and Political Agency of South Minahasa. Job Loyalty partially has a positive and significant effect on the performance of employees of the National Unity and Political Agency of South Minahasa. Employee Welfare partially has a positive and significant effect on the performance of employees of the National Unity and Political Agency of South Minahasa. Career Development, Job Loyalty, Employee Welfare simultaneously have a positive and significant effect on the Performance of Employees of the South Minahasa National Unity and Political Agency.

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