

# The Effect Of Selection And Placement On Employee Performance Of Pt. Master Kuliner Indonesia

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**Abstract— This study aims to prove whether or not job selection and placement affect employee performance or how much the effect of job selection and placement on employee performance of PT. Master Culinary Indonesia to maintain and improve employee performance. In this study, the data collection method used was literature research and field research. The data analysis is using qualitative analysis, quantitative analysis, correlation coefficient analysis and multiple linear regression analysis. From the results of the analysis it can be said that the selected variable has a significant effect on the performance of employees at PT. Indonesian Culinary Master. This is evidenced by the percentage of test data research using SPSS.26 software The results of statistical calculations using the correlation coefficient ( $r$ ) found that the selection variable on has significant effect on employee performance of PT. The Indonesian Culinary Master. This can be seen from the calculation of the correlation coefficient of 0.693 which shows a strong positive relationship, which means an increase in the performance of employees of PT. The Indonesian Culinary Master will also be followed by a proportionate increase of the quality level of the selection. The result of the calculation of the Multiple Linear coefficient shows a figure of 62.9%, this means that the selection variable contributes (effect) 62.9% while the remaining 37.1% is caused by the job placement variable.**

**Keywords—Selection; Job Placement; Employee Performance**

## I. INTRODUCTION

The importance of the role of human resource management is reflected in the company's policy to manage its human resources. So that it can play a big

role in working together and supporting the company's strategy. The process of obtaining, selecting, and placing workers has occupied the most important role for the company. The human factor is in fact undeniable and it has been realized that it is a determining factor when compared to all complementary tools such as money, machines and so on in the company's efforts to achieve its goals. Therefore, a capable workforce is an important factor for developing countries and a lack of capable personnel will hinder this development. Employees who have an attitude of struggle, dedication, discipline, and professional abilities are very likely to have achievements in carrying out their duties, so that they are efficient and effective. Hamidm (2011: 40) argues that "professional employees can be interpreted as a perspective to always think, work hard, work full time, be disciplined, honest, have high loyalty, and be full of dedication for the success of their work". Increasing the labor factor is the most important factor in the implementation of the production process, so we need a workforce who has the skills and expertise for the survival of the company. The first step in getting a good workforce or employee generally starts with the selection, maintenance and placement of employees. Because this function is a continuation of preparing employees who are truly capable and capable of carrying out their duties. The selection and placement of this workforce is very beneficial and this is in making the selection of workers. To occupy positions available in the company, namely placing the right man for the right position (the right man on the right place and the right man behind the right job). So to get a good workforce in the future and in the present, the personnel manager must choose the right person at the right place because this affects the mental development and maintenance as well as the subsequent skills of the employee. The above matter encourages researchers to scrutinize whether the performance of employees at PT Master Kuliner

Indonesia is affected by the selection and placement of employees. Given the importance of employee job selection and placement to produce optimal performance in the organization, the authors are interested in conducting this research.

## II. LITERATURE REVIEW

Job Selection and placement are steps taken immediately after the recruitment function is implemented. Like the recruitment function, the selection and placement process is one of the most important functions in human resource management, because the availability of workers in the number and quality according to the needs of the organization, whether or not a person is placed in a certain position is largely determined by the selection function this placement. If this function is not carried out properly, it will be fatal to the achievement of organizational goals. Selection and placement is a series of activity steps carried out to decide whether an applicant is accepted or rejected, whether or not a worker is assigned to certain positions in the organization. The definitions according to the expert stated that placement is the process of assigning tasks and jobs to workers who pass the selection to be carried out according to a predetermined scope, and being able to take responsibility for all risks and possibilities that occur in their duties and jobs, their powers and responsibilities (Siswanto, 2005). Placement is placing a candidate employee who is accepted (passing the selection) in a position or job that requires and at the same time delegating authority to that person (Hasibuan, 2010.) Placement is allocating employees to certain work positions, this is especially true for new employees (Rivai, 2009). Placement is the process of assigning or filling positions or reassigning employees to new assignments or positions or different positions (Marihot, 2005). Based on the above understanding, it can be concluded that employee placement is an effort to channel employees' abilities to the best possible by placing employees in positions or positions that are most suitable to obtain optimal work performance.

In every activity, it is necessary to have a stage that must be carried out. In line with this, the personnel placement procedure is basically a method of ensuring accurate information about the applicants (Umar, 2005). When an applicant meets the requirements of one level of procedure, he or she can proceed to the next step. Therefore, job specifications and personnel placement procedures are needed, so that the selectors can compare the applicants with the minimum requirements in the job specifications. In relation to personnel placement procedures. To start the personnel placement procedure, 3 (three) preliminary requirements must be met (Flippo in Pangabean, 2004). First, there should be authority for personnel placement coming from a personnel request list, developed through workload analysis and workforce analysis. Second, must have personnel standards by which to compare prospective workers and these standards are expressed by job

specifications developed through job analysis and third, must have job applicants who will be selected for placement. In other words, that placement can be interpreted as an effort to fill an empty position, this can be done by using sources from within or from outside the company, the following discussion is more directed to the use of sources from within the company.

Sulistiyani & Rosidah (2004) stated that there are several important requirements that must be met in the context of placement, such as Job analysis information that provides a description of the position, specialization of the position and the standard of achievement that should exist in each of these positions, Human Resources Plans that will provide managers with available job vacancies for an agency and the success of the recruitment function which will ensure the manager that there is a select group of people available. In order to place employees who pass the selection to be carried out, the manager must consider several possible factors and affect the continuity of work. As with the implementation of other activities in the placement of employees, several factors also need to be considered. According to Siswanto (2005) the factors that need to be considered in this placement includes, first, academic achievement factors that have been achieved by employees during the education level must be considered in placing the employees concerned should carry out their duties and work as well as authority and responsibilities. Second, experience factors of similar employees that have been experienced before, needs to be considered in the context of employee placement. A lot of work experience gives a tendency that employees have relatively high job skills and expertise. On the other hand, the limited work experience you have, the lower the level of expertise and skills you have. Third, physical and mental health factors need to be considered in the placement of employees, although it is less accurate to the level of confidence in the results of health tests, especially physical conditions, at a glance it can be seen that the physical condition of the employee concerned should be considered in which place he is given tasks and jobs that are suitable for him based on the conditions he has. Fourth, Attitude Factors is an essential part of a person's personality. In assigning employees, the attitude factor should be a consideration for human resource managers, because this will have a direct effect on both individuals and companies as well as for society as service users of the company itself. Fifth, marital status factors is important to find out the marital status of work employees. By knowing the marital status can be determined, where a person will be placed. For example, an unmarried employee is placed in a company branch outside the city and vice versa, a married employee is assigned to a company in the city where the family resides. Sixth, age factor needs to be considered in order to avoid the low productivity produced by the employee concerned.

Usually, employees who are older will have a lower level of productivity than employees who are younger. The choice of placement method is very important to be implemented, so that its implementation is effective in supporting the achievement of company goals. Managers who are competent and apply appropriate and effective methods in carrying out their duties. Employee placement such as promotions, transfers, and demotions should be carried out using effective and efficient methods in order to achieve optimal benefits. Promotion is when an employee / employee is transferred from one job to another job with greater responsibility, a higher level in the hierarchy of positions and a higher income. (Siagian, 2004), Rotation is the activity of moving workers from one work place to another. However, rotations is not always the same as transfer. Movements include activities to move workers, transfer responsibilities, transfer employment status, and the like. Meanwhile, transfers were only limited to diverting workers from one place to another. So, rotations are broader in scope than transfers. One manifestation of the transfer activity is the transfer of workers from one workplace to another. (Siswanto, 2005). And demotion is the reduction of an employee / employee to a job with lower responsibility, and usually also with a lower salary level, carried out on the grounds of poor work by employees or inappropriate behavior. (Hariandja, 2005). The three things mentioned above are the concept of placement based on the abilities and achievements of the employees themselves. By applying the concept of placement, it is hoped that employees will be placed in accordance with job descriptions and job specifications so that efficiency and effectiveness of the company can be achieved. According to Nawawi (2005) employees must be placed with clearer positions and roles, in good work, both old employees and new employees who are obtained as a result of the selection, employee placement must be in accordance with the job, which takes into account the compatibility requirements between interests, talents, education, experience and work performance of employees with the type and level of work or position entrusted to them. Orientation and Placement of Employees is to provide an overall picture to the employee, he must also be introduced to other employees in the company and the atmosphere of rigidity must be dissolved, in the case of a new placement must be based on the job description and job specifications that have been determined and guided by the principle of "the right placement of people in the right place and the placement of the right people for the right position (Moekijat, 2004).

### III. METHODOLOGY

In this study the authors used a quantitative qualitative descriptive method in which the researcher tried to describe and interpret the existing data to obtain a systematic picture of the effect of job selection and placement on employee performance. The descriptive method is intended to: (1) collect information in detail

describing existing symptoms, (2) identify problems or examine conditions and prevailing practices, (3) make comparisons or evaluations, (4) determine what is others do in dealing with the same problem and learn from their experiences to set future plans and decisions. The descriptive analytical method with the survey approach was chosen in this study, because the researcher only wanted to describe the real situation without intending to seek relationships or test hypotheses, and also this method was able to collect accurate information in detail describing the existing symptoms. Descriptive analysis is used only to provide an overview of the object of research, namely regarding the effect of job selection and placement on employee performance and is not intended to conduct further hypothesis testing.

### IV. RESULTS AND DISCUSSION

This validity test was conducted to determine whether the instrument items presented in the questionnaire were actually able to reveal with certainty what was being studied. For variable Selection (X1) all existing instrument items have a Significance greater than 0.5. Therefore it can be concluded that all statement items for the Selection variable are valid so that it can be concluded that all of the measurements are correct. For Placement Variable (X2), all existing instrument items have a Significance greater than 0.5. Therefore, it can be concluded that all statement items for the Job Placement variable are valid so that it can be concluded that all measurements are correct. For Employee Performance Variable (Y) all existing instrument items have a Significance greater than 0.5. Therefore it can be concluded that all statement items for the Employee Performance variable are valid so that it can be concluded that all measurements are correct. Reliability test was conducted to determine whether the existing instruments in this study could be used more than once, at least by the same respondents, consistent data can be obtained. In other words, instrument reliability characterizes the level of consistency.

#### Selection (X1)

Reliability Statistics	
Cronbach's Alpha	Number of Items
.957	10

Source : Date processed using SPSS 26

It can be seen in the abovementioned table that there is a total Cronbach's Alpha of 0.957 so that Cronbach's Alpha of item deleted for each statement on each item is higher than this total. From the results of the analysis above, there is an Alpha value of  $0.957 > 0.6$ , it can be said that this questionnaire is reliable because the theory used is based on Cronbach alpha  $> 0.6$ , hereby it can be stated that the items in this variable are overall valid and reliable so that the results can be used in this study.

Placement (X2)

Reliability Statistics	
Cronbach's Alpha	N of Items
.831	10

Source : Data processed using SPSS 26

It can be seen in table abovementioned that there is a total Cronbach's Alpha of 0.831 so that Cronbach's Alpha of Item Deleted for each statement on each item is higher than this total. From the results of the analysis above, there is an Alpha value of  $0.831 > 0.6$ , it can be said that this questionnaire is reliable because the theory used is based on Cronbach alpha  $> 0.6$ , it can be stated that the items in this variable are overall valid and reliable so that the results can be used in this study.

Performance (Y)

Reliability Statistics	
Cronbach's Alpha	Number of Items
.937	10

Source : Date processed using SPSS 26

It can be seen in table abovementioned that there are results for Cronbach's Alpha total of 0.937 so that Cronbach's Alpha of Item Deleted for each statement on each item is higher than this total. From the results of the analysis above, there is an Alpha value of  $0.937 > 0.6$ , it can be said that this questionnaire is reliable because the theory used is based on Cronbach alpha  $> 0.6$ , it can be stated that the items in this variable are overall valid and reliable so that the results can be used in this study.

Hypothesis Test for Independent Variable Selection (X1), Placement (X2) on Employee Performance Variables (Y).

Correlations

		Employee Performance	Selection	Placement
Employee Performance	Pearson Correlation	1	.693	.355
	Sig. (2-tailed)		.309	.043
	N	33	33	33
Selection	Pearson Correlation	.693	1	-.180
	Sig. (2-tailed)	.309		.317
	N	33	33	33
Placement	Pearson Correlation	.355	-.180	1
	Sig. (2-tailed)	.043	.317	
	N	33	33	33

\*. Correlation is significant at the 0.05 level (2-tailed).

In the output above, it can be seen that the correlation between performance and selection results in the number 0.693. This figure shows the strong correlation between performance and selection because the r value is above 0.05. While the sign "\*" indicates that the higher the selection, the higher the performance and vice versa. For the correlation between performance and placement which results in a figure of 0.355. This figure means that the two variables have a very weak correlation because they are below 0.5. Meanwhile, the correlation between Selection and Placement results in -0.180. This figure means that the two variables have a weak correlation. Sign (-) indicates the opposite relationship, if the Selection is High then the Placement is Low, and vice versa.

Based on the probability value: if the probability value  $> 0.05$  then there is no correlation, and vice versa if the probability smaller than there is a correlation. Performance and selection obtained probability value =  $0.309 > 0.05$ , so there is no significant correlation. Performance and placement probability value =  $0.043 < 0.05$ , so there is a significant correlation. The probability value between Selection and Placement =  $0.317 > 0.05$ , so there is no significant correlation.

Based on the "\*" given by SPSS the significance or not of the two variables can also be seen from the sign "\*" in the data pairs which are correlated in the data calculation process above. From the pairs above only Performance and Selection are marked with \*. This means the pair of Performance and Selection have a significant relationship. Meanwhile, the other partners have a relationship, but the relationship is not significant. The Multiple Linear Regression Test is carried out to look for two or more independent variables (predictors) or to observe for the functional relationship of two or more predictor variables to the criterion variable. Formula:  $Y = a + b_1x_1 + b_2x_2 \dots n$

Descriptive Statistics

	Mean	Std. Deviation	N
Performance	45.21	2.355	33
Selection	44.82	2.430	33
Placement	44.03	2.812	33

Source: Processed Data

Explanation of the Output Descriptive Statistics in this section is a table that presents descriptive data for each variable which includes, Mean (Average), Std. Deviation. (Standard Deviation and N = Amount of Data)

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.793 <sup>a</sup>	.629	.617	1.457
2	.833 <sup>b</sup>	.695	.674	1.344

a. Predictors: (Constant), selection

b. Predictors: (Constant), selection, placement

Source: Data Processed

The table in model summary abovementioned is used to explain the magnitude of the correlation value or relationship (R) between Selection (x1) and Performance (y), which is 0.793 and an explanation of the percentage of the effect of the selection variable on the performance value called the coefficient of determination which is the measurement result of R. From this output, the coefficient of determination (R<sup>2</sup>) in Model Summary is 0.629 which implies that the effect of the independent variable (selection) on performance (the dependent variable) is 62.9%. In model (2) to explain the magnitude of the correlation value (R) between Selection (X1) and Placement (X2) on Performance (Y), which is 0.833 and explains the percentage of the influence of the selection and placement variables on performance, which is 0.695 or 69.5% So it can be concluded that the effect of Selection (X1) on Performance (Y) is 62.9%, and the effect of Placement (X2) on Performance (Y) = 6.6% (69.5% -62.9%).

**Correlations**

		performance	selection	placement
Pearson Correlation	performance	1.000	.793	.683
	selection	.793	1.000	.605
	placement	.683	.605	1.000
Sig. (1-tailed)	performance	.	.000	.000
	selection	.000	.	.000
	placement	.000	.000	.
N	performance	33	33	33
	selection	33	33	33
	placement	33	33	33

Data Processed

In this section, the correlation matrix between the selection and performance variables is obtained  $r = 0.793$  with a probability of  $0.000 < 0.05$ . So  $H_0$  is rejected, which means that there is a significant correlation / correlation between employee selection and employee performance. The variable of frequency of employee placement with a value of  $r = 0.683$ , which means that the more often the placement variable is used, the smaller the performance value will be obtained.

**Variables Entered/ Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Selection	.	Stepwise (Criteria: Probability-of-F-to-enter $\leq .050$ , Probability-of-F-to-remove $\geq .100$ ).
2	Placement	.	Stepwise (Criteria: Probability-of-F-to-enter $\leq .050$ , Probability-of-F-to-remove $\geq .100$ ).

a. Dependent Variable: Employee Performance  
 Source: Data processed

Output explanation third part (variable entered / removed) The table describes the variables in question or discarded and the methods used. In this case the variable in question is the Selection and Placement variable as a predictor and the method used is Stepwise.

**ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	111.716	1	111.716	52.633	.000 <sup>b</sup>
Residual	65.799	31	2.123		
Total	177.515	32			
Regression	123.312	2	61.656	34.125	.000 <sup>c</sup>
Residual	54.203	30	1.807		
Total	177.515	32			

a. Dependent Variable: performance

b. Predictors: (Constant), selection

c. Predictors: (Constant), selection, placement

Source: Data processed

This output explains whether there is a significant effect of the Selection (X1) and Placement (X2) variables simultaneously on performance (Y). From the output of the second model, it can be seen that  $F_{count} = 34.125$  with a significance level or a probability of  $0.000 < 0.05$ , then regression can be used to predict performance.

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.747	4.757		2.259	.031
	selection	.769	.106	.793	7.255	.000
2	(Constant)	7.341	4.591		1.599	.120
	selection	.581	.123	.599	4.731	.000
	placement	.269	.106	.321	2.533	.017

a. Dependent Variable: performance  
Source: Data Processed

### Excluded Variables<sup>a</sup>

Model		Beta	t	Sig.	Partial Correlation	Collinearity Statistics
		In				Tolerance
1	placement	.321 <sup>b</sup>	2.533	.017	.420	.634

a. Dependent Variable: performance

b. Predictors in the Model: (Constant), selection

So, selection of t count = 4.731 with probability = 0.00 < 0.05 means that there is a significant effect. For the placement variable, the value of t count = 2.533 with probability = 0.017 < 0.05, which means that there is a significant effect.

## V. CONCLUSION AND SUGGESTION

Based on the description and analysis that the compilers have described, the following conclusions can be drawn. First, in general, the selection and job placement that occurs at PT. The Indonesian Culinary Master, Depok can be said to be good, this can be seen from the results of calculations based on respondents' answers which are indicated by a number of scores obtained in variable X (selection and placement), namely in parameter 62.9% which means that they are in good criteria and can be concluded that running effectively, although not as ideal as expected with the existence of several indicators that are still of low value. Second, employee performance so far can be said to be in good criteria and can be concluded that it is running effectively, even though it has not yet reached the ideal level. This can be seen from the respondent's

answer in answering each questionnaire statement which is shown by the number of scores obtained by the Y variable (employee performance), namely the 69.5% parameter, which means that the employee's performance is in good criteria, although not as ideal as expected. there are several indicators that are still of low value. And third, Based on the research results, it is known that the selection and placement have a positive and significant effect on employee performance by 62.9% while 37.1% are obtained from the statistical hypothesis results.

Based on the research conducted, there are several suggestions, First, selection and job placement at PT. Master Culinary Indonesia is running effectively, this must be maintained or developed again so that the company's goals can be achieved effectively and efficiently. Second, this selection can be more useful for employees if it is carried out more intensively with a selection instrument that has been running well so that it is more accurate to pay attention to the experience of employees, so that employees in their placement can adapt quickly to maximize their ability to achieve company goals. Third, companies should provide more direction and training for employees who are not yet outstanding. It is different with employees who have performed well, companies need to provide a form of reward such as a salary increase, promotion or other concrete forms of reward.

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