
THE INFLUENCE OF SELECTION, PLACEMENT AND DEVELOPMENT ON EMPLOYEE PERFORMANCE AT COMPANY X

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ABSTRACT

In the midst of the era of globalization, business development is dynamic and brings significant changes in various industrial sectors. Companies are required to continue to innovate, increase efficiency, and maintain competitiveness in order to be able to develop sustainably. However, the main problem in this company's research is the less than optimal employee performance at Company X. This study aims to determine the effect of selection, placement, and development on employee performance. The method used is SEM-PLS (Structural Equation Modeling Partial Least Square) with a sample size of 88 employees, using a saturated sampling technique, namely the entire population is used as a sample. Data collection was carried out by distributing questionnaires to all respondents. The results of the study showed that selection did not have a significant effect on employee performance. However, placement has a positive and significant effect on performance. Like wise with development, which has been shown to have a significant effect on improving employee performance at Company X. This study suggests that companies can focus more on placing and developing employees appropriately.

Keywords: Selection; Placement; Development; Employee Performance

INTRODUCTION

In this era of globalization, the dynamics of the business world are growing rapidly, which can bring significant changes to various industrial sectors. One of the key factors in a company's success is its human resources. Human resources in the company must be considered properly so that the company can run effectively and efficiently. Good employee performance not only has a positive impact on productivity, but also contributes to the achievement of the company's long-term goals, which can be achieved with the support of an effective management system, which

can ensure that the company has competent, skilled human resources, and is ready to face challenges. However, in practice, many companies, including Company X, still face problems related to their employee performance.

Employee performance is one of the main keys to supporting the success of a company. However, in Company X, there has been a significant decline in performance lately. This is reflected in the decline in productivity and the decline in the quality of work results. This phenomenon indicates a mismatch between the company's expectations

and the performance produced by employees, which of course needs to be immediately identified and handled by company management. Talent management is a strategic management process in managing the talents owned by a company, with the aim of ensuring the availability of appropriate talent in order to align the right employees with the company's goals. In this context, the implementation of effective talent management through selection, placement and development is essential to achieve optimal performance. (Alvina Dwi Suwandita et al., 2023).

One of the main problems faced by Company X is the lack of transparency in the selection and placement system. A non-transparent selection process often results in more subjective decisions, where employee selection is not entirely based on qualifications or competencies that match the company's needs. This risks reducing the quality of employees placed in certain positions, which can ultimately affect overall employee performance.

In addition, employee development at Company X also faces major challenges. Many training programs only involve a small portion of employees, while most employees do not have adequate access to develop their skills. In fact, investment in effective training is essential to improving employee competency, which in turn can support the achievement of the company's long-term goals.

Previous studies have presented findings relevant to this research topic, which can provide an important basis for further research.

The results of the study (Ananda Muhamad Tri Utama, 2022) stated that selection had no effect on employee performance. Meanwhile, research conducted by (Silaen et al., 2022) showed that selection had a positive effect on employee performance. Testing the placement and development hypothesis on performance has a positive effect on employee performance (Sahadewa & Rahmawati, 2021).

Literature Review

Employee Performance

Employee performance is the ability of employees to carry out their duties and responsibilities in order to achieve optimal performance results in accordance with company goals. Research conducted by (Fitriya & Kustini, 2022) also states that employee performance is the result obtained through work realized by an individual when carrying out a number of tasks delegated to him/her based on ability, experience, sincerity and also time. Based on this understanding, it can be concluded that employee performance is an important aspect that can reflect a person's ability to carry out their duties and responsibilities in order to achieve optimal results in accordance with company goals. According to Kamsir (2019), employee performance can be measured through several complementary main indicators.

The first is quality, which refers to the extent to which employee work results meet the standards or requirements set by the company. Good quality indicates that work is done carefully, accurately, and in accordance with organizational expectations. The second is quantity, which focuses on the amount of work

that can be completed by employees within a certain period of time. This indicator assesses the productivity and work capacity of individuals in meeting expected work targets. Third, timeliness is an important aspect in performance assessment, namely the ability of employees to complete their tasks and responsibilities according to the schedule or deadline set by the company. Finally, effectiveness measures the extent to which the work done is able to achieve optimal goals, both in terms of results and its impact on achieving overall organizational goals. These four indicators are the basis for assessing employee performance comprehensively and objectively.

Selection

Selection is the process of determining the skills and expertise needed by someone to carry out a job (Silaen et al., 2022). In addition, selection is also a stage consisting of several specific steps from a number of people who apply according to the standard requirements and needs of the company (Mai Satriyani et al., 2021). In this context, selection can be interpreted as a series of processes designed to assess and select the most appropriate individual to fill a position or job.

This process involves identifying the skills, abilities and expertise needed to ensure the suitability of the applicant and the job to be carried out. Referring to Ester et al. (2022), selection indicators in the employee recruitment process include several important aspects. The first is education, which refers to the level of formal education that a person has completed. This education shows the knowledge base possessed and its

relevance to the job being applied for. The second is experience, which refers to the work history or practical experience that a person has in a related field.

This experience is an indicator of the prospective employee's ability to carry out the tasks in the job. The third is ability, namely the potential that a person has to carry out certain tasks, which includes various technical, analytical, and interpersonal skills that are relevant to the position being applied for. These three indicators are the main basis for assessing the suitability and suitability of candidates during the selection process.

Placement

Placement is placing an individual's position in the right job position, where an employee is suited to his/her job which will affect the quantity and quality of work (Lambey et al., 2020). This means that placement is the process of assigning or placing an employee in a certain position or job within a company, which is in accordance with the abilities, skills, and qualifications possessed by the employee. According to (Utami et al., 2023), employee placement indicators include several important aspects that determine a person's suitability in carrying out certain tasks or jobs.

The first is ability, which refers to an individual's potential or capacity to carry out tasks well, both in terms of physical, mental, and intellectual skills. The second is skill, which refers to the level of practical skills a person has in carrying out their duties, which is usually obtained through work experience or special training. The third is expertise, namely special

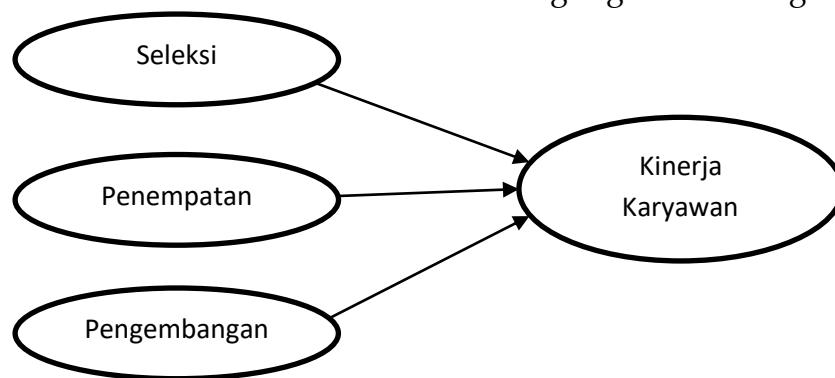
knowledge or skills in a particular field obtained through education, intensive training, or in-depth experience. These three indicators are the main benchmarks in the placement process so that employees can work effectively and optimally according to their capacity and competence.

Development

Development is a personal improvement that someone strives for in order to develop a personal career (Nora et al., 2023). Development is the process of identifying employee career potential by implementing appropriate methods to develop that potential (Sunarsi et al., 2020).

In other words, development is a process carried out to improve a person's abilities and skills, with the aim of improving performance and supporting future career development.

According to (Heliyani & Hardi, 2021), employee development indicators include several important aspects that contribute to improving work competence and ability. The first is the training method, which is the method or technique used to teach new skills or improve existing skills, which can be in the form of courses, workshops, or direct training in the workplace. The second is improving skills, which focuses on honing or adding skills so that employees can work more efficiently and effectively. The third is knowledge, which refers to the information or understanding that a person has about something, which is obtained through experience, education, or training. These three indicators are very important in the employee development process so that they can contribute optimally to achieving organizational goals.



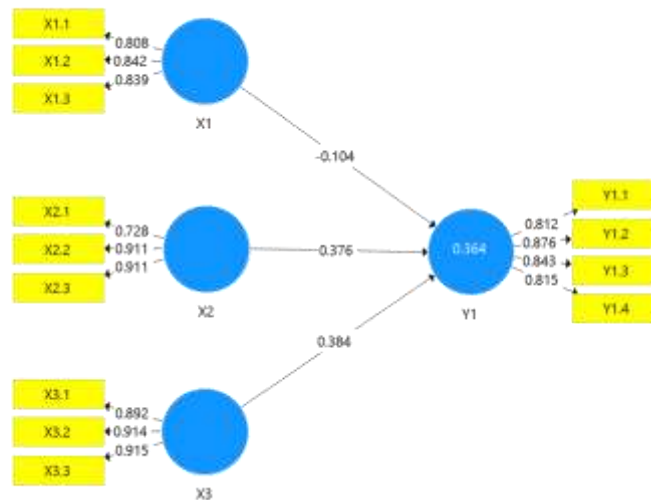
Conceptual Framework

METHOD

This study was conducted to determine the effect of selection, placement and development on employee performance. The independent variables in this study are selection, placement and development, while the dependent variable is employee performance. The population in this study were all employees totaling 88 people. Sampling in this study used a

saturated sampling technique where all members of the existing population were used as samples for the study. Data collection techniques used in this study were observation, interviews and questionnaires. Using SEM PLS with the outer model specification model; convergent validity, discriminant validity and reliability test, as well as the inner model specification model; r-squared and hypothesis test.

RESULT and DICUSSION



PLS Output Result Path Diagram

Based on the image above shows the relationship between 3 independent variables, namely selection (X1), placement (X2) and development (X3) with the dependent variable, namely employee performance (Y). Each variable is measured by several indicators with outer loading values. The selection variable (X1) has three indicators with the highest outer loading value of 0.842 on the experience indicator. The placement variable (X2) also has three indicators with the highest outer loading value of 0.911 and 0.911 on the skills and expertise indicator. Meanwhile, the development variable (X3) also has three indicators with the highest outer loading value of 0.915 on the knowledge indicator. For the dependent variable, namely employee performance (Y), it is measured by four indicators with the highest outer loading value of 0.876 on the quantity indicator. The relationship between variables can be shown by the path coefficients value, where selection (X1) has no effect on employee performance (Y). On the other hand, placement (X2) and development (X3)

have a positive effect on employee performance (Y).

Outer Model Testing

1) Convergent Validity

The results of the convergent validity test show that the outer loading value for each indicator in the construct variable tested is above the predetermined threshold, which is >0.7 . This high outer loading value indicates that the data used in this study can be said to be valid, because each indicator has a contribution to the measurement of the intended construct, thus supporting the convergent validity of the model used.

2) Discriminant Validity

The results of the discriminant validity test by looking at the cross loading value show that the indicators in selection (X1), placement (X2) and development (X3) have higher values in their respective constructs compared to other constructs. This can be said to be valid, because each variable has a clear discriminant between one construct and another, thus supporting the discriminant validity of the model used.

3) Reliability Test

Table 1. Cronbach's Alpha dan Composite Reliability

Cronbach's Alpha	Composite Reliability
X1	0.775
X2	0.815
X3	0.893
Y	0.859

Source: Data Processing Results, SEMPLS Output

The results of the reliability test in this study indicate that all constructs in the model have Cronbach's alpha and composite reliability values that are greater than the specified threshold, which is 0.7. This indicates that the indicators used to measure each construct have good consistency, so that the data obtained can be said to be reliable and can be relied on for further analysis.

Inner Model Testing

1) Determination Test

The results of the determination test show that the r-squared value in this study is 0.365, which means that 36.5% of employee performance (Y) can be explained by selection (X1), placement (X2) and development (X3) and the rest can be explained by other variables outside the study.

2) Hypothesis

Testin

Tabel 2. Path Coefficients

Hipotesis	Original Sample	T Statistics	P-Values
X1 -> Y	-0.104	0.952	0.346
X2 -> Y	0.376	3.345	0.001
X3 -> Y	0.384	3.11	0.002

Source: Data Processing Results, SEMPLS Output

Based on the table above, it is known that the original sample value on the selection variable on performance shows a result of -0.104. Meanwhile, placement and development have values of 0.376 and 0.384 respectively. Therefore, it can be concluded that the selection variable has no effect on employee performance, while the placement and development variables show a positive effect on employee performance.

DISCUSSION

1. The Effect of Selection on Employee Performance

Based on the results of the research that has been conducted, it was obtained that selection did not

contribute to improving the performance of employees of Company X, which means that the selection process did not have a significant effect on employee performance. In the selection process, work experience is the most important factor compared to other factors. This shows that work experience that is relevant to the position being applied for can determine and assess the abilities possessed by employees.

However, work experience including length of service is considered important in the selection process. This problem can be traced from several internal aspects that occur in Company X. One of the factors that occurs is the mismatch

between the work experience possessed by employees and the needs and work systems that apply in the company. Many employees may have quite long work experience in other companies or industries, but when they join Company X, they have difficulty adapting to the company's work culture, management system, and expectations. Long work experience is not necessarily relevant if it is not supported by the appropriateness of the work context.

Organizational culture and internal training systems that are less supportive are also supporting factors for the weak relationship between selection and performance. Employees who have been accepted through the selection process do not receive adequate coaching or training to adapt to the tasks at hand. As a result, even though they have a good background from past experience, they fail to demonstrate optimal performance due to the absence of an effective onboarding or adaptation system.

2. The Influence of Placement on Employee Performance

Based on the results of the research that has been conducted, it was found that placement has a positive effect on employee performance, so the second hypothesis is accepted. This influence shows a relationship between placement and employee performance, the better the placement given, the more employee performance increases. This can be seen from the placement that is dominated by skills and expertise. Placement that focuses on skills and expertise will adapt more quickly to the tasks and responsibilities given. Employees who are placed in positions that match their skills and

expertise tend to be more productive and able to complete tasks effectively and efficiently. In this case, placement can make a major contribution to improving employee performance at Company X, because employees will be better able to provide the best results when placed in positions that match their skills and expertise (Utami et al., 2023).

3. The Influence of Development on Employee Performance

Based on the results of the research that has been conducted, it was found that development has a positive effect on performance, so the third hypothesis is accepted. This influence shows a relationship between development and employee performance, the better the development given, the more employee performance increases. Development that focuses on increasing knowledge is one of the important aspects in efforts to improve employee performance. This means that increasing knowledge through development programs has a significant impact on improving employee performance at Company X. Therefore, development programs that focus on increasing knowledge will provide a positive contribution to employee performance because employees will have a deeper understanding of the work being done, so that they can achieve more optimal work results (Rintjap et al., 2021).

CONCLUSION

This study shows that selection does not affect employee performance. This indicates the need for a comprehensive approach in the selection process, which considers other factors that can improve

employee performance. Placement has a positive effect on employee performance, proper placement ensures that employee potential can be maximized, which leads to increased individual performance and contribution to the company. And development has a positive effect on employee performance, meaning that employee development is one of the main keys to improving the company's long-term performance. It is expected that Company X can evaluate and improve the selection process by considering other relevant factors such as the long-term potential of employees. In addition, the company needs to focus more on placing employees who are in accordance with their expertise and skills, and invest more in development programs that focus on knowledge and skills. Thus, employee

performance can be improved optimally, which will later have a positive effect on achieving company goals. For further researchers, it is hoped that they can expand the research by considering additional variables or other variables that can affect employee performance, such as motivation, satisfaction and other factors. Researchers can also conduct research on other objects or companies to get a broader picture of the influence of other factors on employee performance.

This study has limitations, one of which is the use of data collection methods that rely on questionnaires, which can cause respondent bias. In addition, this study only examines 4 main variables and does not consider other variables that may play a role in the problem being studied.

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