

AN IMPROVING EMPLOYEE PERFORMANCE AND PRODUCTIVITY WITH THE GOOD CHOICE GOOD PLACE METHOD

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ABSTRACT

Keywords:

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An Employee Performance important role for the achievement of a company's performance. There are two factors that can affect employee performance, namely motivation and ability factors. Factors that originate from within the individual are called motivation and factors that originate from the skills of employees are called abilities. This study aims to examine the effect of motivation and ability on employee performance. This study uses three scales, namely the motivation and ability scale, and the employee performance scale. This research involved 50 company employees. The collected data is then processed using the multiple regression analysis method. Based on the hypothesis, it can be concluded that motivation and ability can be used as predictors for predicting employee performance. The implication of the research is expected that the management can meet the personal needs of employees through increasing the factors that affect employee performance, developing work motivation through relevant development programs, and can consider employee motivation and ability as an indicator in the recruitment of new employees and employee promotions.

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1. INTRODUCTION

The achievement of organisational goals will depend on how human resources (HR) are in the organisation. In achieving the vision and mission, an agency cannot work alone but needs to be supported by several indicators that will determine success in achieving the vision and mission. One of the indicators in achieving the predetermined goals is the active role of employees as one of the components of the organisational system. Employees have a major role in every organizational activity, because employees become planners, actors, and determinants of the realization of organizational system goals.

The existence of human resources in a company is very important because they initiate the formation of a business, they play a role in making decisions for all functions and they also play a role in the survival of a company, but human resources do not automatically want to become employees of a company and after joining they cannot automatically excel. Talking about the implementation of this task, the role of work performance determines the quality of an employee in a company. An important resource of an organisation is employees. employees are a rich and ready-to-use resource. Of all the assets, human resources are the only assets that have great potential for productivity levels.

Human resource management must get serious attention from company leaders in providing maximum service and satisfaction to consumers. This can be seen in the programs and policies related to human resource management which is an important factor in the organisation and society. There are several benchmarks in increasing work productivity, among others, by carrying out the human resource management function by covering the acceptance and placement of labour appropriately. There is a direct relationship between the company and consumers or service users, through employees who are placed in their respective positions. From this statement, it can be clearly seen that the purpose of HR placement is to place the right people and positions according to their interests and abilities, so that existing human resources become productive. Proper placement is a way to optimise abilities, skills towards good work performance for the workers themselves. So that in the right position, it will be able to assist the company in achieving the expected goals.

According to Wibowo (2014:93) productivity is the relationship between the output of organisational results and the required input. Productivity can be quantified by dividing the output or better output with a certain level of resource input. Fahmi (2016: 28) states that recruitment is often also called labour attraction. Labour attraction is the process of finding qualified prospective employees in the required number and type. To understand that in the process of attracting labour, this is done through a rigorous and detailed screening process with the aim of producing candidates who are truly considered

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Aminuddin

2016

feasible. Selection is the first effort the company must make to obtain qualified employees and components who will serve and do all the work for the company. According to Hasibuan (2014: 177) selection is an activity of selecting and determining applicants who are accepted or rejected to become employees of the company.

There are several variables that affect work productivity besides recruitment and selection, namely placement. Placement has a very important influence in increasing work productivity. As is known, employee placement is a follow-up to selection, namely placing prospective employees who are accepted in positions / jobs that require them and at the same time delegating responsibilities to that person (Hasibuan, 2008: 63). Given the importance of the recruitment, selection and placement process for companies and organisations. It is hoped that a good and effective recruitment, selection and placement process will have an impact on work productivity and the future development of the company to obtain quality and outstanding resources.

Literature Review

Definition of Recruitment

One of the tasks and responsibilities of human resource managers is to find employees who are really suitable to be hired and placed in positions that are in accordance with their competencies. In this context, it all starts from the very beginning, namely recruitment which is then followed by selection activities. Each process of this journey must be carried out carefully and in detail with the aim of avoiding the emergence of wrong actions caused by inappropriate decisions. In many cases, there are many things that trouble company management because they are wrong in accepting and placing employees not in accordance with their position.

Recruitment according to Suwanto (2015: 242) is a process that produces a number of qualified applicants for jobs in a company or organisation. Recruitment is also said to be a process to get qualified personnel to work for a company or agency. Meanwhile, according to Achmad Sani (2014: 26) states that recruitment is the process of searching, finding, inviting, and determining a number of people, both from within and from outside the company as prospective workers based on certain requirements such as the level of competence and the level of experience, education, personality, skills, and previous experience that have been determined in HR planning.

According to Mardianto (2014: 8), recruitment is defined as a process to obtain prospective employees who have the ability to match the qualifications and needs of an organisation/company. The recruitment process is very vital in a company. Accuracy in recruitment can increase the effectiveness and efficiency of company operations. According to Hasibuan (2016: 40) recruitment is an important issue in labour procurement. If the withdrawal is successful, it means that many applicants submit their applications, the opportunity to get good employees is wide open, because the company can choose the best among the good ones. The definition of recruitment according to Samsudin (2015: 81) is the process of obtaining a number of qualified prospective workers for certain positions / jobs in an organisation or company.

Simamora (2017: 114) says that the result of good recruitment is the appointment of highly skilled employees who can work well and productively. Based on some of the above definitions, it can be concluded that recruitment is an effort to search, find, attract, and influence labour to apply for job vacancies in a company. The recruitment process is very vital in a company. Accuracy in recruitment can increase the number of employees. effectiveness and efficiency of company operations. The process of recruiting employees through good procedures and standards is expected to be able to produce reliable employees as strategic partners of the company, so that the process of placing employees tailored to the job specification and job description can run effectively so that the right man in the right place will be created.

Principles of Recruitment

According to Handoko (2018: 114), the recruitment process (withdrawal) currently has several popular terms such as: Job Analysis, Job Description, Job Specification, Job Evaluation, and Job Classification. The description is as follows:

1. Job Analysis
Job analysis is a procedure for determining the responsibilities and requirements, skills of a job and the type of person to be employed.
2. Job Description
According to Yoder (2016), job description is to summarise the facts provided by job analysis in a systematic arrangement. Job descriptions are outlines that are written and intended to provide an explanation of the important facts of a given position.

3. Job Specification (Position Requirements)
Job requirements are records of the minimum requirements people must have to get the job done well (Moekijat: 2016).
4. Job Evaluation (Position Assessment)
According to Moekijat (2017), job evaluation is an assessment of activities carried out to compare the value of a position with the value of another position.
5. Job Classification
Job classification is a grouping of positions that have the same value (Moekijat: 2017).

Definition of Selection

According to Siagian (2016: 131) the employee selection process is one of the most important parts of the overall human resource management process. If a group of applicants has been obtained through various recruitment activities, the selection process begins. According to Veithzal Rivai (2018: 170), selection is an activity in human resource management. HR management which is carried out after the selection recruitment process is carried out. This means that a number of qualified applicants have been collected and then selected which ones can be determined as employees in a company. According to Kasturi (2016: 26) selection is one of the activities that can affect employee productivity. Productive employees are employees, one indicator that shows the success of a selection process.

According to Agus Sunyoto (2018: 170), selection is an effort to capture those who are considered later to be able to adjust to the work offered, they are considered to be able to show the performance expected by the leaders of the organisation. Based on some of the above definitions, selection is a careful selection activity in accordance with the most suitable for certain positions in an organisation. The implementation of selection must be carried out honestly, carefully and objectively so that the employees received are truly qualified so that coaching, developing and managing employees becomes easier. This selection activity is very important in the human resource management process, if the company is not careful and careful in this selection it is likely that there will be acceptance of employees who are not suitable and not suitable for the job position entrusted to them, so that employees cannot work efficiently and effectively.

Definition of Employee Placement

Understanding the placement of the right employee in the right position is not only the desire of an organisation, but also the desire of employees. Thus the employee concerned can know the scope of work assigned to him, the employee will work effectively, and the goal will be achieved. This will benefit the organisation because with the right job placement in the right position it will increase the work productivity of the employee concerned, therefore the problem of employee placement cannot be ignored and cannot be carried out carelessly. The above shows that the placement of employees in the right position will increase the productivity of the organisation. As stated by Malayu S.P Hasibuan (2016: 63), that: employee placement is a follow-up to selection, namely placing prospective employees who are accepted (pass selection) in positions or jobs that require them and at the same time delegating authority to that person.

According to Bedjo Siswanto (2017: 162), job placement is the process of giving tasks and jobs to workers who pass the selection to be carried out according to the predetermined scope, and are able to take responsibility for all risks and possibilities that occur on tasks and jobs, authority and responsibility. According to Fatimah (2016: 26) employee placement has a very big influence on employee productivity, because the right placement of the right person to occupy the right position will result in high performance and affect the achievement of a company's goals.

Based on the definitions above, it can be understood that the placement of employees who have passed the selection in the right position or job in the organisation. This placement is based on a predetermined job analysis, as well as guidelines on the principle of placing the right people in the right place and placing the right people in the right positions. The objectives of implementing employee placement in general stated by Sastrohadiwiryo (2017: 82) include:

- a. To fill vacant formations in the company
- b. To be able to increase employee work productivity by trying to eliminate boredom with the old job
- c. As an employee career development.

2. METHOD

The research approach taken in this research is associative / quantitative. According to (Rusiadi et al: 2013) Quantitative Research is a data analysis in which the problem is not determined at the

beginning, but the problem is found after the researcher goes to the field and if the researcher gets a new problem, the problem is re-examined until all problems have been saturated and answered.

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Population is a group of research elements, where the element is the smallest unit that is the source of the required data (Rusiadi et al: 2013). The population in this study were 37 employees at PT Multi Kencana Medan. The sample is part of the population that is expected to represent the research population (Rusiadi et al: 2013). In this study the authors conducted a census study because the population was above 30 and below 100 people. So that the total population is a sample of 37 respondents. Probability sampling is a sampling technique where all members / elements of the population have the same opportunity (probability) to be sampled. In other words, there is no discrimination in sampling. This is often done when the population is relatively small.

The measurement scale is an agreement that is used as a reference to determine the short length of the interval in the measuring instrument which will ultimately produce quantitative data. The variable measurement scale in this study uses the Likert Scale. According to Sugiyono (2016: 132) Likert Scale is a scale used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena. With a Likert scale, the variables to be measured are translated into variable indicators. Furthermore, the indicator is used as a starting point for compiling instrument items in the form of questions or statements.

3. RESULT AND DISCUSION

Structure

Based on the company's organisational structure, the duties and authorities of each section can be described, among others:

a. Commissioner

The Commissioner has the highest authority in the company to regulate and supervise the running of the company. The duties and authorities of the commissioner include:

1. Supervise the policy of the board of directors in running the company and provide advice to the board of directors.
2. Commissioners can examine all bookkeeping letters and other evidence, examine and match financial conditions and others.
3. Have the right to know all company activities that have been carried out by the board of directors.
4. Temporarily dismiss a member if the member of the board of directors acts contrary to the articles of association and or applicable laws and regulations.

b. President Director

The main director is the leader who heads all company activities and is responsible for the daily activities of the company.

1. Representing the company in and out of court about all events and binding the company with other parties in the form of cooperation.
2. Determine work plans, division of employee duties according to their respective fields.
3. Appoint and dismiss employees, assess the performance and achievements of subordinates.
4. Signing various letters and approving co-operation
5. Coordinating activities with managers under him and holding work meetings to discuss company operational issues.

c. Manager

1. Carry out the policy of the main tasks assigned by the director.
2. Plan the sales plan and budget for each year.
3. Monitor and analyse wider market demand to achieve market excellence.
4. Supervise every operational activity.

d. Finance and Accounting

1. Responsible for all income and expenditure of funds.
2. 2..Make financial administration of all activities carried out in the company.
3. 3.. Make and submit periodic cash reports to the manager

Discussion of recruitment, selection, placement and work productivity

Recruitment of workers is the first operational function in running an institution's operational system. Recruitment is the process of searching, attracting and finding a number of people or potential employees who are competent and worthy to occupy predetermined job posts. This company uses a closed recruitment method so that this can result in closed opportunities for other applicants who may be more competent to join this company. In terms of selection, this company only carries out initial interviews but does not carry out the entire selection process such as ability tests and health tests. In carrying out the employee placement process,

Productivity contains several meanings at the philosophical, managerial and operational technical levels. At the managerial level, labor productivity is defined as the comparison between output (O) and input (I). From this understanding it can be seen that productivity must exist in every part of the company and each area cannot be separated from the workforce as its implementers.

Description of the characteristics of the respondents

This research collected primary data taken from 37 respondents to determine their responses to recruitment, selection and placement on work productivity at PT. Muti Kencana Medan. The characteristics of the respondents which will be described below reflect the condition of the respondents studied, including gender, age and highest level of education.

Table 1. Respondents Based on Gender

Gender	Frequency	Percent	Valid	Cumulative
			Percent	Percent
Valid Male	31	83.7	83.7	83.7
Woman	6	16.3	16.3	100.0
Total	37	100.0	100.0	

Table 1 shows that employees of Medan consisted of 31 men (83.7%) and 6 women (16.3%).

Table 2. Respondents Basen On Ages

Age	Frequency	Percent	Valid Percent	Cumulative Percent
Valid < 25 years	11	29.7	29.7	27.5
25-35 years old	12	32.4	32.4	62.1
35-45 years old	13	35.2	35.2	97.3
> 45 years	1	2.7	2.7	100.0
Total	37	100.0	100.0	

Tabel 2. menunjukkan bahwa masa kerja karyawan adalah < 25 tahun sebanyak 11 orang (29,7%), 25-35 tahun sebanyak 12 orang (32,4%), 35-45 tahun sebanyak 13 orang (35,2%), > 45 tahun sebanyak 1 orang (2,7%).

Characteristics of Respondents Length of Work

Table 3. Respondents Based on Length of Work

	Frequency	Percent	Cumulative	Percent
			Valid Percent	
Valid 5-10 years	37	100.0		
10-15 years				
15-25 years				
> 25 years				100.0
Total	37	100.0	100.0	

Table 3 shows that employees of employees Medan has a work period of 5-10 years for 37 people (100.0%) due to the age of the company which was only just built in 2015

Description of the Characteristics of Research Variables

This research consists of 2 (two) independent variables, namely conflict management and team work with 1 (one) dependent variable, namely employee performance. In distributing the questionnaire,

each variable was translated into 7 statement items that had to be filled in by respondents totaling 37 people. Questionnaire answers are provided in 5 alternative answers, namely:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Doubtful
- 4 = Agree
- 5 = Strongly Agree

Reliability is a tool to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable, if a person's answer to a statement is consistent or stable over time, it should not be random. If the answers to the indicators are random, it is said to be "unreliable". In this study to determine whether the questionnaire is reliable or not using Cronbach's alpha. The questionnaire is said to be reliable if alpha cronbach > 0.60 and not reliable if it is equal to or below 0.60. The reliability of the questionnaire questions that have been submitted by the author to respondents in this study will be seen in the Reliability Statistics table presented in the table below

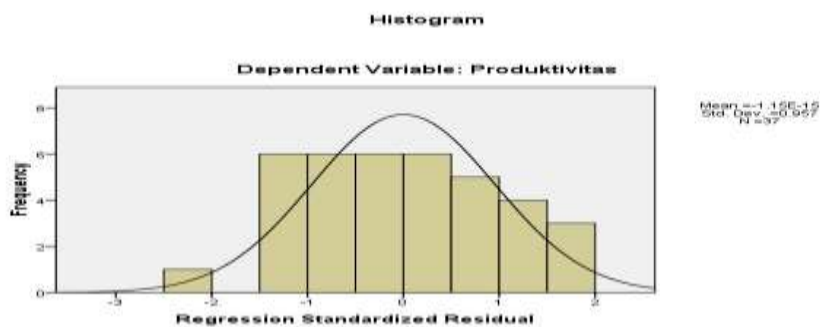


Figure 1. Histogram of Normality Test

The results of testing the normality of the data show that the data is normally distributed, where the histogram image has a bell-shaped line and has a balanced continuity in the middle.

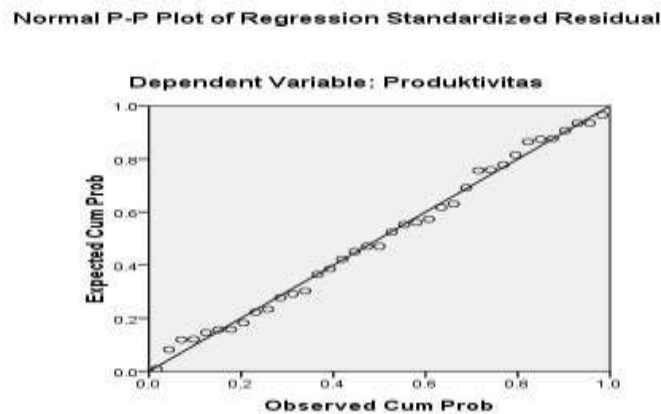


Figure 2. Plot PP

Placement has a very important influence in increasing work productivity. As is known, employee placement is a follow-up to selection, namely placing prospective employees who are accepted in positions / jobs that require them and at the same time delegating responsibilities to that person.

4. CONCLUSION

Based on data analysis and discussion of research results, the following conclusions can be drawn: Recruitment, selection and placement simultaneously have a significant effect on work productivity at PT. Multi Kencana Medan. Recruitment partially has a positive and significant effect on work productivity at PT. Multi Kencana Medan. Selection partially has a negative and insignificant effect on work productivity at PT. Multi Kencana Medan. Partial placement has a negative and insignificant effect on work productivity at PT. Multi Kencana Medan. The results of the coefficient of multiple determination (R

square) show that the recruitment variable (X1), selection (X2), and placement (X3) influences the increase in work productivity of employees

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