

The Effect of Employee Placement, Training and Motivation on the Performance of Employees of PP. Main Source of TIRTAKALTIM BALIKPAPAN

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Abstract: Human Resource Management (HRM) is one part of management that specifically studies human relationships and roles in an organization. One of the things that must be done by a human resources manager is to organize and plan the daily operations of the organization and so that daily operations run smoothly, a manager must be able to build employees to have the same vision and mission as the organization where he works, The purpose of this study is to determine the effect of employee placement, training, and motivation on the performance of PT. Main Source of Tirta Kaltim Balikpapan The method of data collection in this study was by using questionnaires. The population in this study is employees of PT. The main source of Tirta Kaltim Balikpapan is 50 people. Due to the limited population, all members were sampled. The method of data collection in this study was by using questionnaires. The results showed that employee placement, training, and motivation affect the performance of PT. Main Source of Tirta Kaltim Balikpapan

Abstrak: Manajemen Sumber Daya Manusia (SDM) adalah salah satu bagian dari manajemen yang secara khusus mempelajari hubungan dan peran manusia dalam suatu organisasi. Salah satu hal yang harus dilakukan oleh seorang manajer sumber daya manusia adalah mengatur dan merencanakan operasional harian organisasi dan agar operasional sehari-hari berjalan lancar, seorang manajer harus mampu membangun karyawan agar memiliki visi dan misi yang sama dengan organisasi tempatnya bekerja, Tujuan dari penelitian ini adalah untuk mengetahui pengaruh penempatan karyawan, pelatihan, dan motivasi atas kinerja PT. Sumber Utama Tirta Kaltim Balikpapan Metode pengumpulan data dalam penelitian ini adalah dengan menggunakan angket. Populasi dalam penelitian ini adalah karyawan PT. Sumber utama Tirta Kaltim Balikpapan adalah 50 orang. Karena populasi yang terbatas, semua anggota diambil sampelnya. Metode pengumpulan data dalam penelitian ini adalah dengan menggunakan angket. Hasil penelitian menunjukkan bahwa penempatan, pelatihan, dan motivasi karyawan mempengaruhi kinerja PT. Sumber Utama Tirta Kaltim Balikpapan



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INTRODUCTION

Human Resource Management (HRM) is one part of management that specifically studies human relationships and roles in an organization. One of the things that must be done by a human resources manager is to organize and plan the daily operations of the organization and so that daily operations run smoothly, a manager must be able to build employees to have the same vision and mission as the organization where he works. Employee placement is an activity where employees are placed in certain positions in accordance with their abilities, skills and

expertise in order to achieve the goals of the organization. Mistakes in placing employees can be fatal in the daily activities of the company. Training is an activity designed to develop human resources through a series of identification, assessment and planned learning processes. Motivation is a reason or motivation for someone to act. Basically all motivation comes in oneself and external factors only trigger the emergence of such motivation. So that the task of HR management is as a trigger for employee motivation to arise to do their work

HR Management

Fahmi (2016: 1) that human resource management is "a series of organizational activities directed at attracting, developing, and retaining an effective workforce."

Priansa (2016: 7) states that HR management is "a field of management that specifically studies human relationships and roles in organizations. The element of HR management is humans who are workers in the organization."

Employee Placement

Sastrohadiwiryo in his book Priansa (2016: 124) states: Placement is the process of assigning tasks and jobs to workers who pass the selection to be carried out in accordance with the predetermined scope, and are able to take responsibility for all risks and possibilities that occur in duties and work, authority, and responsibility.

Rivai (2010: 198) states that: Placement is the reassignment of an employee to his new job. Placement decisions are mostly made by line managers, usually an employee's supervisor in consultation with determining future employee placements

A number of procedures that can be taken in employee placement are:

1. The HR Manager delegates his power (delegation of authority) to the employee selection department to carry out the selection of prospective employees to fill in the available formations based on certain qualifications required by the organization;
2. For the implementation of employee candidate selection, the employee selection department reports/accounts for all activities that have been carried out in the context of employee selection to the HR manager who is the direct leader of the employee;

3. After receiving the selection report, the HR manager delegates his power to the employee placement department to place employees who have passed the selection based on existing conditions and based on the report of the selection section of prospective employees;

4. The selection section of prospective employees on the basis of the implementation of horizontal functions provides the results of selection (prospective employees) to the employee placement department to place the employee in the right position;

5. For the implementation of functions in employee placement, the employee placement department reports / accounts for all its activities to the HR manager who is the party who delegates power / leadership directly to the employee placement

Training can be designed to meet a number of different objectives and can be classified into a variety of ways. Some types of training according to Mathis and Jackson in their book Priansa (2016: 179) are:

1. Regular Training
Training is needed and routinely carried out to meet various legal requirements that are required and applies as training for all employees (new employee orientation).
2. Technical Training
On-the-job / technical training enables employees to perform their jobs, duties and responsibilities well, e.g., knowledge of products, technical processes and procedures and customer relations.

3. Interpersonal Training and Problem Solving

Intended to address operational and interpersonal issues and improve relationships in organizational work, for example: interpersonal communication, managerial skills, or supervision, conflict resolution.

4. Developmental and Innovative Training

Provide a long-term focus on enhancing individual and organizational capabilities for the future, such as business practices, executive development, and organizational change.

Priansa (2016:200) states that: Motivation comes from the Latin word "Movere" which means drive, driving force or force that causes an action or deed. The word "Movere" in English is often equated with "Motivastion" which means giving motives, imitating motives, or things that cause encouragement. Motivation is literally understood as the giving of motives. Employees work because they have a motive. The motive is related to the purpose or goal he wants to achieve.

Priansa (2016: 204-205) that motivation theory is commonly used to explain the source of motivation can at least be classified into two, namely the source of motivation from within or intrinsic motivation and the source of motivation from outside or extrinsic motivation.

Performance

Priansa (2016: 269) that: Performance in English is called job performance or actual performance or level of performance, which is the level of success of employees in completing their work. Performance is not an individual characteristic, such as aptitude, or ability, but is the embodiment of aptitude or ability itself. Performance is the embodiment of ability in the form of real work. Performance is the result of work achieved by employees in carrying out tasks and work originating from the organization.

Benardin and Russell in their book Priansa (2016: 270) state that performance "is the result produced by a particular job function or activities on a particular job over a period of time. The result of such work is the result of the ability, expertise, and desire achieved."

Rivai and Sagala in their book Priansa (2016: 269) states that performance is "a real behavior displayed by everyone as work achievements produced by employees in accordance with their role in the organization."

Based on the background of the problem and literature review, the hypothesis of this research employee placement, training, and motivation affect the performance of PT. Main Source of Tirta Kaltim Balikpapan

METHODS

This study uses descriptive quantitative methods The population in this study is employees of PT. The main source of Tirta Kaltim Balikpapan is 50 people. Due to the limited population, all members were sampled. The method of data collection in this study was by using questionnaires

RESULTS AND DISCUSSION

Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	,778	,244		3,191	,002
Employee Placement	,405	,123	,439	3,294	,002
Training	,352	,118	,396	2,969	,004
Motivation	,232	,113	,234	2,786	,001

From the table above can be made multiple linear regression equations, namely:

$$Y = 0,778 + 0,405 X_1 + 0,352 X_2 + 0,232X_3$$

The result of the equation is as follows:

1. Based on the above equation, it can be stated that the job placement variable (X1) has a positive sign, which means that this variable has a unidirectional

influence on employee performance (Y), namely if there is an increase in the job placement variable (X1), then the employee performance variable (Y) will also increase with a regression coefficient of 0.405.

2. It is stated that the Training variable (X2) is positively marked which means that this variable has a unidirectional influence on employee performance (Y), namely if there is an increase in the training variable (X2), then the employee performance variable (Y) will also increase with a regression coefficient of 0.352.
3. It can be stated that the Motivation variable (X3) has a positive sign which means that this variable has a unidirectional influence on employee performance (Y), namely if there is an increase in the Motivation variable (X3), then the employee performance variable (Y) will also increase with a regression coefficient of 0.232.

The table also shows job placement (X1) partially significant to employee performance (Y), Training (X2) partially significant to employee performance (Y) and motivation (X3) partially significant to employee performance (Y) with a significant level of 0.05

Result Coefficient of Determination (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,795 ^a	,632	,620	,40057

shows that the R² value is 0.632. This R² value which is between $0 \leq R^2 \leq 1$ means that the regression line formed can predict the dependent variable (Employee Performance Y) by 63.2%, R by 0.795 means that the relationship between job placement, training and motivation variables on employee performance (Y) by 79.5%, while

the remaining 36.8% is explained by other factors not discussed in this study.

DISCUSSION

Job Placement on Employee Performance

Based on the results of the t test, the calculated t value > t table, which is $3.294 > 1.99897$ and obtained a significant value of $0.002 < 0.05$. This result explains that the job placement variable has a significant positive effect on employee performance, this shows that the higher the job placement variable owned by PT. MAIN SOURCE OF TIRTA KALTIM BALIKPAPAN, also has an impact on the higher performance produced by these employees.

Training on Employee Performance

Based on the results of the t test, the calculated t value of the table > t was obtained which was $2.969 > 1.99897$ and obtained a significant value of $0.004 < 0.05$. This result explains that Employee Performance variables have a significant positive effect on employee performance, this shows that the higher the career development variables owned by PT. MAIN SOURCE OF TIRTA KALTIM BALIKPAPAN, also has an impact on the higher performance produced by these employees.

Motivation for Employee Performance

Based on the results of the t test, the calculated t value of the table > t was obtained which was $2.786 > 1.99897$ and obtained a significant value of $0.004 < 0.05$. This result explains that the motivation variable has a significant positive effect on employee performance, this shows that the higher the career development variable owned by PT. MAIN SOURCE OF TIRTA KALTIM BALIKPAPAN, also has an impact on the higher performance produced by these employees.

CONCLUSION

That the variables of job placement, training and motivation have a unidirectional influence on employee performance, which means that if the variables of training and motivation job placement increase, the variables of employee performance will also increase

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