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The Effect of Job Placement, Work Quality and Work Discipline on Employee Work Performance of PT. Shin Heung Indonesia

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Abstract

The goal of this study is to examine the effect of placement, work quality and work discipline on the employee work performance of PT. Shin Heung Indonesia. This research utilized quantitative methods. Sampling was carried out using the saturated sample method by involving all the population as samples, thus the researchers obtained a sample of 50 people who were employees of PT. Shin Heung Indonesia. The analytical test tool used is SmartPLS v 3.2.6 with SEM (Structural Equation Modeling) analysis method. The results of this study indicate that the placement has a positive and significant effect on employee performance as indicated by the t-statistic value of 2.843, which is > 1.96 and the p-value of 0.005, which is < 0.05 , work quality has a positive and significant effect on employee performance with a t-statistic value of 2,345, namely > 1.96 and a p-value of 0.019, which is < 0.05 and work discipline has a positive and significant effect on employee performance with a t-statistic value of 2.496, namely > 1.96 and a p-value of 0.013, which is < 0.05 .

Keywords: Placement, Work Quality, Work Discipline, Work Performance

INTRODUCTION

The increasingly fierce competition in the business world can be triggered by the development of science and knowledge today. Human resources are one of the important factors that should not be forgotten which greatly influences the progress of the organization to achieve its success. Organizations must have good human resource management because human resources are an important factor for planning, organizing, directing and moving the factors that exist within the organization to achieve its goals.

One of the important factors in human resources is to help the organization run well. Therefore, the organization is responsible for maintaining the quality of work and fostering human resources. That can result in the employees who can contribute optimally to achieve organizational goals and who are more skilled and more trained when carrying out their duties and to improve better work performance.

The first step in fostering reliable and skilled resources and realizing good work performance is paying attention to placement. Placement is used

to recruit employees who meet predetermined criteria and are expected by the organization. The right placement will create the realization of employee morale which can improve work results and maximize work performance. The problems that occur in PT. Shin Heung Indonesia in employee work placements is the existence of employees who leave, retire, or pass away, employees who feel that the work assigned to them is not in line with their educational background, and those who feel placed in a position that they think is not in accordance with their abilities and experience even though they are provided with training by the company. This inappropriate work placement makes employees feel a little difficult in realizing the desired work performance.

Quality of work can also be a way that plays a role in achieving the desired work performance of employees. The quality of work can be seen from the results of their work and how well the contribution that employees make to the organization. Kualitas kerja dianggap dapat meningkatkan peran karyawan dan menumbuhkan antusiasme karyawan untuk tetap bekerja dan menjadi bagian dari organisasi. Permasalahan yang terjadi di PT. Shin Heung adalah kualitas kerja karyawan yang dinilai kurang baik seperti, masih banyaknya keterlambatan karyawan dalam menyelesaikan laporan pekerjaan, kurangnya kesadaran diri dengan tanggung jawabnya sebagai karyawan dalam mengisi laporan harian yang tidak sesuai, serta kurangnya keterampilan dan pengetahuan juga dapat menjadi faktor kurangnya kualitas kerja karyawan karena akan membuat karyawan cenderung tidak menguasai bidang pekerjaan yang dijalani.

The quality of work is deemed able to increase the role of employees and foster employee enthusiasm to keep working and be part of the organization. The issues occurring in PT. Shin Heung is the work quality of employees who are considered not good, such as, there are many employees postponing the completion of their work reports, lacking self-awareness with their employee responsibilities by filling out inappropriate daily reports, and lacking skills and knowledge. This can be a factor in the lack

of employee work quality because it will make employees less likely to master the field of work they are doing.

Work discipline in the workplace is not only about rules and punishments, but also about one of the efforts to improve employee performance such as arriving on time and obeying the rules made by the organization. Good work discipline will certainly make work easier to do as efficiently and effectively as possible. The issues that occur in PT. Shin Heung Indonesia is a lack of employee discipline such as employees who are not at work during working hours for, for example, chatting with colleagues, employees who are not present on time, lack of employee initiative in completing work and responsibilities more quickly that results in work delays, and employees' lack of level of concern with the work assigned them that results in employees who cannot enjoy the work they have.

Work Performance

Work performance is the result of an employee's work which is determined by his abilities, personal characteristics, and his role in the work assigned to him (Sutrisno, 2012 dalam Ceswirdani et al. 2017). Work performance is an employee's achievement as the results of his work in carrying out the work that has been assigned to him (Sunyoto, 2013 dalam Ceswirdani et al. 2017).

According to Sutrisno (2012) in Usman (2019), work performance indicators are (1) work results, (2) work knowledge, (3) mental dexterity, and (4) time discipline and absenteeism. Meanwhile, according to Arif and Ardiyan (2019) indicator of work performance is (1) quality.

Placement

Job placement is a policy made by the company to channel the ability of employees in positions that are in accordance with the knowledge, skills and abilities of these employees in order to obtain job satisfaction and the best work performance. Employee placement is the provision of a new job but has responsibilities that tend to be the same as the previous employee's position to replace the

vacant position of the employee. (Handoko, 2010 dalam Usman, 2019).

According to Siagian (2013) in Usman (2019) the placement indicators are (1) motivation, (2) ability, (3) accuracy of assignments, and (4) Education. Meanwhile, according to Yuniarsih & Suwatno (2016) in Ermiami et al. (2018) indicator of placement is (5) work knowledge.

Quality of Work

Quality of work is the result of work or output shown by employees to give their best effort for the company (Lupiyoadi and Hamdani, 2011 in Ceswirdani et al. 2017). Work quality is a form of attitude or activity carried out in accordance with organizational expectations or goals that can be achieved effectively and efficiently (Marcana, 2013 in Ceswirdani et al. 2017).

According to Hasibuan (2008) in Ceswirdani et al. (2017) indicators of work quality are (1) self-potential, (2) optimal work results, (3) work

processes, and (4) enthusiasm. Meanwhile, according to Manurung & Damaris (2015) in Istiana and Manurung (2018) indicator of work quality is (1) work involvement.

Work Discipline

Work discipline is a regulation set by the organization to be obeyed and carried out by employees optimally to achieve organizational goals (Mangkunegara, 2012 in Sakarsih and Rasmansyah, 2017). Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms (Hasibuan, 2014 in Sakarsih and Rasmansyah, 2017).

According to Hasibuan (2014) in Sakarsih and Rasmansyah (2017) indicators of work discipline are (1) exemplary leadership, (2) remuneration, (3) justice, and (4) punitive sanctions. Meanwhile, according to Novita (2015) in Wibawa and Sriathi (2017) the indicator of work discipline is (1) the quantity of work, as depicted in Figure 1.

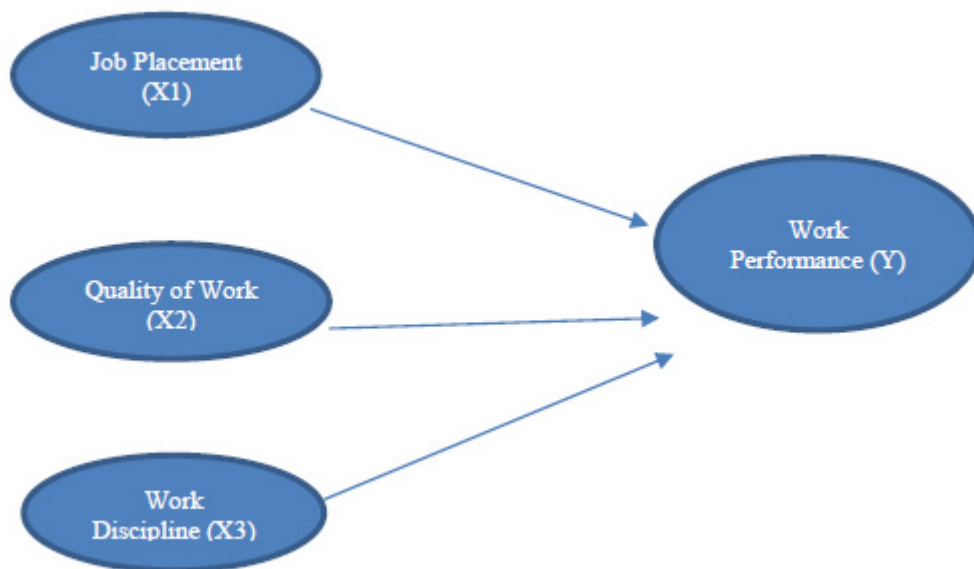


Figure 1. Framework 1 Hypothesis

H1: It is suspected that the placement will affect the employee's work performance.

H2: It is suspected that the quality of work will affect employee work performance.

H3: It is suspected that work discipline will affect employee performance.

METHODS

This study used a quantitative method that aimed to determine whether there was an effect of placement, work quality and work discipline on employee performance. The population in this study were employees of PT. Shin Heung Indonesia, totaling 50 people. While the determination of the sample was carried out using the saturated sample method where the entire population was used as a sample. Thus, the researchers obtained a sample of 50 respondents.

The data collection method used was a questionnaire. This research questionnaire consisted of statement items with the smallest value (1) disagree and the biggest (5) strongly agree, which were distributed in the form of google form and whose results were processed using the SmartPLS v 3.2.6 application.

Evaluation of the Measurement Model (Outer Model)

Validity Test

The result of the validity test can be seen in the Average Variant Extracted (AVE) value which has a significance value of more than 0.5.

Table 1. AVE

	Average Variance Extracted (AVE)
X1 (P)	0.784
X2 (KK)	0.660
X3 (DK)	0.583
Y (PK)	0.696

Based on the table above, it can be concluded that the AVE values of all variables are considered valid because they have a value of more than 0.5.

Reliability Test

There are two ways to test the reliability

of a construct, namely Cronbach's Alpha and Composite Reliability. Composite Reliability is a method that gives a lower value and must have a value above 0.7 so it is more recommended.

In the table below, it can be seen that all variable values in the reliability test using Cronbach's Alpha and Composite Reliability are above 0.7. It, therefore, was concluded that the variables tested were valid and reliable.

Table 2. Composite reliability

	Cronbach's Alpha	Composite Reliability
X1 (P)	0.954	0.962
X2 (KK)	0.926	0.939
X3 (DK)	0.857	0.893
Y (PK)	0.951	0.958

Structural Model Evaluation (Inner Model)

The evaluation of the structural model has the aim of knowing the prediction of the association between latent variables based on the substantive theory of the structural model which is evaluated using R-Square for endogenous constructs.

R-Square (R²)

R-Square can be used to determine the predictive power of the structural model. R-Squares describe how much influence between exogenous variables on endogenous variables and whether it has a substantive effect. The value of R-Squares can be seen in the table below:

Table 3. R-Square

	R Square	R Square Adjusted
Y (PK)	0.745	0.728

Based on the results of R-Squares in Table 4.15, it can be seen that the value of R-Squares is 0.745. This value indicates that the variables of placement, work quality and work discipline have an effect on the work performance variable of 74.5%. Meanwhile, the remaining 25.5% is affected by other variables not examined in this study.

Hypothesis Test

To be able to find out whether the hypothesis can be accepted or rejected, it is necessary to look at the significance value between the t-statistical constructs and p-values. Hypothesis testing will show the results are accepted if it has a significance value of t-values greater than 1.96 and or p-values less than 0.05, then H_a is accepted and H_o is rejected, and vice versa.

Table 4. T-Statistic results

Item	T Statistics	P Values	Description
X1 > Y	2.843	0.005	Accepted
X2 > Y	2.345	0.019	Accepted
X3 > Y	2.496	0.013	Accepted

Based on the table above, it can be concluded that the variables of placement, work quality and work discipline partially have a significant effect on employee performance.

RESULTS

The Effect of Placement on Work Performance

The t-statistic value of the placement variable is 2.843 which is greater than 1.96 and the p-values are 0.005 which is less than 0.05. This means that the proposed hypothesis is accepted, that is, there is a positive and significant effect between the placement variables on employee performance. Placement of employees that is carried out properly will increase employee performance. Based on the results of the average score of each indicator, it can be seen that the most powerful placement indicator in influencing work performance is the accuracy of assignments. It can be concluded that in the proper placement of employees PT. Shin Heung Indonesia always prioritizes the abilities, skills, interests and talents as well as educational background to achieve the accuracy of the assignment of its employees.

The Effect of Work Performance on Work Performance

The t-statistic value of the work quality variable is 2.345 which is greater than 1.96 and the p-value is 0.019 which is smaller than 0.05.

This means that the proposed hypothesis is accepted, that is, there is a positive and significant effect between the variables of work quality on employee performance. Therefore, it can be concluded that the higher the quality of work, the better the work performance of employees. From the results of the average score, it can be seen that the most powerful indicators of work quality in influencing work performance are optimal work results and enthusiasm. It can be concluded that to improve the quality of work of employees, PT. Shin Heung Indonesia always prioritizes work standards set by the organization as a reference to achieve optimal work results and to have high enthusiasm to do work without being ordered or asked by superiors.

The Effect of Work Discipline on Work Performance

The t-statistic value in this construct is 2.496 which is greater than 1.96 and the p-values are 0.013 which is smaller than 0.05. This means that the proposed hypothesis is accepted, that is, there is a positive and significant effect between work discipline variables on employee performance. Therefore, it can be concluded that the better the work discipline, the better the employee's work performance. From the results of the average score, it can be seen that the most powerful indicator of work discipline in influencing work performance is the quantity of work. It can be concluded that to improve the quality of employee work, PT. Shin Heung Indonesia is always responsible for the work and quantity that has been determined by the institution.

DISCUSSION

Placement has a positive and significant effect on the work performance of employees of PT. Shin Heung Indonesia. Therefore, it can be said that the better the placement created, the better the work performance produced by employees.

The quality of work has a positive and significant effect on the work performance of employees of PT. Shin Heung Indonesia. Therefore, it can be said that the better the work quality of employees, the better the work performance that will support

the work of employees.

Work discipline has a positive and significant effect on the work performance of employees of PT. Shin Heung Indonesia. Therefore, it can be said that the better the work discipline applied, the better the work performance produced by employees.

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This research was conducted in a manufacturing company in an Industrial Estate in Bekasi Regency, where the majority of the employees are millennials. The method of data collection is done purposively with data across work units where the millennial generation is a generation that does not like to be regulated, therefore; work placement, work quality, and discipline cannot be forced but it exists because there is an intention from the millennial generation to show their abilities. The thing that allows for further research is the work performance of millennial employees in relation to business sustainability. This research uses a static approach. This is because the data collection is done in a cross section. In the future, research in this case should expand the research area and use longitudinal data. In addition, future research is expected to involve mixed-generation respondents to validate the research model and results.

CONCLUSION

Future research is expected to add endogenous variables or mediating variables so that research results can reach a wider scope. Future research is expected to be able to conduct research in different business sectors, because this will make this research more complete and can be used for comprehensive decision making. In addition, the organizational management of PT. Shin Heung Indonesia is expected to improve employee performance by paying more attention to the placement, quality of work, and work discipline of its employees.

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