



Research Paper

Analysis of Training Programs and Appropriateness of Work Placement on Employee Performance at PT. Bank UOB Indonesia Branch Office Juanda Jakarta

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ABSTRACT:

The purpose of this study was to determine the suitability of the training program and job placement on employee performance at PT. Bank UOB Indonesia Branch Office Juanda Jakarta. The analytical method used is quantitative descriptive analysis using descriptive statistics with the data source used, namely primary data, namely the sample using 60 respondents. The analytical tool used is multiple linear regression analysis, hypotheses with the *t* test and *F* test and testing the coefficient of determination. The results of the analysis show that the training program has a positive and significant effect on employee performance with a value of 0.261. Appropriateness of work placement has a positive and significant effect on employee performance with a value of 0.608. As well as training programs and the suitability of work placements together have a positive and significant effect on employee performance.

KEYWORDS: training programs, job placement suitability, and employee performance.

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I. INTRODUCTION

Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period [1]. Good performance is optimal performance, namely performance that meets company standards and supports company goals. Employees are required to be able to complete their duties and responsibilities effectively and efficiently. The achievement of a company is not only seen from its facilities but even more depends on the quality of human resources who carry out these responsibilities.

Training programs and suitability for work placements are one of the things that companies do to improve employee performance, have adequate competencies and abilities [1]. Training is a process to shape and equip employees by increasing their skills, abilities, knowledge and behavior.

Placement of employees is a process of placing employees according to knowledge, skills, and abilities with job requirements [2]. The right placement is a way not only to optimize abilities and skills towards high work performance for the employees themselves, but also is part of the employee development process in the future.

II. LITERATURE REVIEW

Training

Training is a process for maintaining or improving employee skills to produce effective work [2]. Training is a process to form and equip employees by increasing their skills, abilities, knowledge and behavior [1]. There are four steps in the training process, namely need analysis, instruction design, implementation of the training program and evaluation [3]. Need Analysis is the initial stage in formulating a training program which at this stage identifies the knowledge and skills that are specifically needed by employees and compares them with the skills and knowledge possessed by prospective trainees. Instruction Design leads to specific and

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measurable training. Examining the content of possible training programs (training materials, simulations and practice in training, and other activities) to formulate the costs needed to implement the training program. Implementation of The Training Program uses training methods such as on job training, or training using online internet media. Evaluation is the stage where the training program has an impact and benefits or not.

Work Placement

Placement is a follow-up to selection, namely placing prospective employees/employees who are accepted (passing selection) in positions/jobs that require them and at the same time delegating them to that person. Thus, the prospective employee will be able to carry out his duties in the position in question [4]. Success in placing employees will involve an important activity, namely the selection of this stage through psychological tests, namely the company must also pay attention to the character of all employees, and interviews [2].

Rivai stated that there are three things that underlie HR placement decisions, namely effectiveness, lawsuits and layoff prevention [5]. The effectiveness of the placement must be able to minimize the possibility of chaos for employees and agencies. To reduce confusion, promotion and transfer decisions must be made according to predefined selection steps. So far, working relationships that are not based on formal and written contracts are called voluntary working relationships and are continued with consent. Both parties must notify when the relationship ends. The agency's right to lay off workers at any time without cause became known as the employer doctrine. One of the creative areas of HRM (Human Resource Management) is separation prevention efforts. When the HR (Human Resources) department can prevent agencies from losing valuable HR (Human Resources), then money is invested in recruitment, selection, orientation and training is not lost. Money can also be saved by reducing the need for redeployment of the remaining workers. Decision on the placement of employees must be oriented towards efforts to prevent layoffs (termination of employment).

Sutrisno explained that in making appropriate employee placements, the following factors should be considered: academic achievement factors, experience factors, physical mental health factors, age factors, and marital status factors [6]. In addition, there are several indicators in employee placement, namely education, work knowledge, work skills and work experience [7]. Work knowledge is related to knowledge that must be owned by a worker in order to be able to do work properly. This work experience before being placed and must be obtained when he works in the job. The ability to do a job that is only obtained in practice. The indicators of work skills are mental skills, physical skills and social skills. The experience of a person's labor to do a particular job. The indicator is work to be done.

Employee performance

Performance is the result of work achieved by employees based on job requirements [2]. Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period [1]. Employee performance appraisal, work standards must be clearly measurable and understood through the amount of work, quality of work, punctuality, attendance, and ability to cooperate. The amount of work produced by individuals or groups as a standard requirement for work. Each job has different requirements so that it requires employees to meet these requirements in terms of appropriate knowledge, skills and abilities. Every employee in the company must meet certain requirements to be able to produce work according to the quality demanded by a particular job. Each job has certain quality standards that must be adjusted by employees to be able to work according to the provisions. Employees have good performance when they can produce work according to the quality requirements demanded by the job.

Certain types of work must be completed on time, because they have dependencies on other jobs. So, if work in a particular section is not completed on time, it will hamper work in other sections, thus affecting the amount and quality of work. There are types of jobs that require employees to be present for eight hours a day for five working days a week. Employee performance is determined by the level of attendance of employees in doing it. For certain types of work, it may have to be completed by two or more employees, so that the need for cooperation between employees is needed. Employee performance can be judged by their ability to work together with other colleagues.

III. METHODOLOGY

The location used in this research is PT. Bank UOB Indonesia Branch Juanda Jakarta Jl. Ir. H. Juanda No.15, RT.14/RW.4, Kb. Klp., Gambir, City of Central Jakarta, Special Capital Region of Jakarta 10120, Indonesia. The research time is for 1 month. The population of this study are employees at PT. Bank UOB Indonesia Branch Juanda Jakarta with a total number of employees or a population of 162 permanent employees. In determining the number of samples, the purposive sampling method was used, namely a sampling technique with certain criteria, namely: permanent employees who have undergone training, namely 60 people and employees who have worked for more than one year. Research conducted by collecting data or information

by studying references, scientific papers, books that are related to the problems in this research and through questionnaire techniques.

IV. RESULT AND DISCUSSION

Respondent Characteristics Descriptive

In this classification, sex can be grouped into two groups, as listed in the following table:

Table 1. Characteristics of Respondents by Gender

Gender	Frequency	Percentage (%)
Male	31	52%
Female	29	48%
Total	60	100%

Source: data processed based on a questionnaire

Based on these data, respondents were dominated by men, namely as many as 52% or as many as 31 people. While female respondents were 48% or as many as 29 people. This means that there are more male respondents than female respondents. This is because employees of PT. Bank UOB Indonesia Branch Juanda Jakarta is dominated by male employees.

In this classification, age is grouped into four groups, as listed in the following table:

Table 2. Characteristics of Respondents by Age

Type og Age	Frequency	Percentage (%)
≤ 20 – 25 Years	1	2%
>25 – 30 Years	12	20%
>30 – 35 Years	25	41%
>35 Years	22	37%
Total	60	100%

Source: data processed based on a questionnaire

Based on these data, respondents were dominated by employees aged > 30 years - 35 years by 41% or as many as 25 people. For employees aged > 35 years - 35 years as much as 37% or as many as 22 people. While employees aged ≤ 25 years – 30 years are 20% or as many as 12 people. It can be concluded that there are more respondents aged > 30 – 35 years than other age ranges. This is because at the age > 30 years - 35 years there are more of them than other age ranges, this is because at the age > 30 years - 35 years employees are still classified as productive for work.

In this classification, the length of service is grouped into four groups, as listed in the following table:

Table 3. Characteristics of Respondents by Education

Education	Frequency	Percentage
SMA	1	2%
D3	2	3%
S1	52	87%
S2	5	8%
Total	60	100%

Source: data processed based on a questionnaire

Based on these data, 87% or as many as 52 people with bachelor's degree education, 2% or 1 person with high school education, then 3% or 2 people with D3 education. While employees with a Masters degree are 8% or as much as 5%. It can be concluded that there are more respondents with undergraduate education.

In this classification, the length of service is grouped into three groups, as listed in the following table:

Table 4. Characteristics of Respondents Based on Length of Service

Length of Work	Frequency	Percentage
>1 – 3 Years	3	5%
>3 – 6 Years	19	32%
>6 Years	38	63%
Total	60	100%

Source: data processed based on a questionnaire

Based on these data, 63% or as many as 38 people were dominated by employees with a length of service of > 6 years. For employees with length of service > 1 year - 3 years as much as 5% or as many as 3 people. While employees with a length of service > 3 years - 6 years are 32% or as many as 19 people. It can be concluded that the number of respondents with a length of service of > 6 years is greater.

The multicollinearity test aims to test whether the regression model found a correlation between the independent (independent) variables. Following are the results of the Coefficients obtained based on this study:

Table 5. Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	3.377	2.934		1.151	.255		
Program Pelatihan Kesuaian	.261	.109	.261	2.401	.020	.722	1.385
Penempatan	.608	.121	.545	5.022	.000	.722	1.385

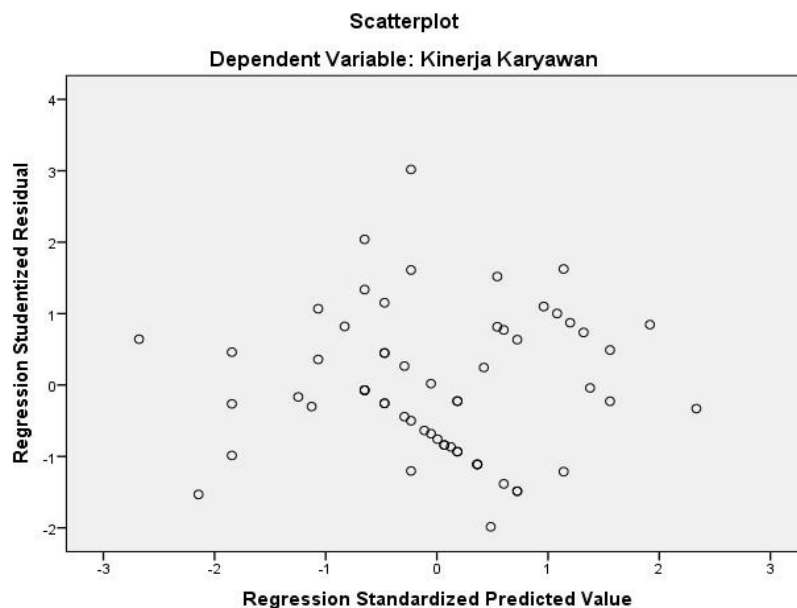
a. Dependent Variable: Kinerja Karyawan

Source: data processed based on SPSS 22

Based on this, the Tolerance value was 0.722 and VIF 1.385, so it can be concluded that in this study there were no symptoms of multicollinearity because the Tolerance value was > 0.1 and the VIF value was less than 10.

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from one residual observation to another. The following is the Scatterplot generated in this study:

Figure 1. Heteroscedasticity Test Results



Source: data processed based on SPSS 22

Based on the graph, it can be seen that all the points spread and do not form a pattern, so it can be concluded that in this study there were no symptoms of heteroscedasticity.

The t statistical test basically shows how far the influence of one explanatory (independent) variable individually explains the variation of the dependent variable.

Table 6. Statistical t test results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	3.377	2.934		1.151	.255		
Program Pelatihan	.261	.109	.261	2.401	.020	.722	1.385
Kesuaian Penempatan	.608	.121	.545	5.022	.000	.722	1.385

a. Dependent Variable: Kinerja Karyawan

Source: data processed based on SPSS 22

The effect of the Training Program variable (X1) can be seen from the value of $t = 2.401$ with a significance of 0.020, so it can be concluded that the Training Program variable (X1) has a positive and significant effect on Employee Performance (Y). The effect of the suitability for work placement (X2) variable can be seen from the value $t = 5.022$ with a significance value of 0.000, so it can be concluded that the effect of suitability for work placement (X2) on employee performance (Y) is positive and significant.

The F statistic test measures the goodness of fit, namely the accuracy of the sample regression function in estimating the actual value. The significance value of F can be seen from the following ANOVA table:

Table 7. f (simultaneous) test results

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	125.070	2	62.535	30.264	.000 ^b
Residual	117.780	57	2.066		
Total	242.850	59			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Kesuaian Penempatan, Program Pelatihan

Source: data processed based on SPSS 22

Based on the Anova table, it can be seen that the significance value of F is 0.000, so it can be concluded that all of the independent variables have a positive and significant effect together.

The coefficient of determination R^2 essentially measures how far the model's ability to explain the dependent variables (Ghozali, 2016:95).

Table 8. Test Results for the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.718 ^a	.515	.498	1.4375

a. Predictors: (Constant), Kesuaian Penempatan, Program Pelatihan

b. Dependent Variable: Kinerja Karyawan

Source: data processed based on SPSS 22

From the Summary Model above, it can be seen that R Square is 0.515 or it can be concluded that the ability of all independent variables to explain the dependent variable is 51.5%, the rest is influenced by other variables not examined in this study.

V. CONCLUSION

Based on the results of research and analysis of data obtained in the training program, the suitability of work placements on employee performance at PT. Bank UOB Indonesia Branch Juanda Jakarta, the following conclusions can be drawn: Training programs can have a positive and significant effect on employee performance at PT. Bank UOB Indonesia Branch Juanda Jakarta, furthermore suitability for work placements can have a positive and significant effect on employee performance at PT. Bank UOB Indonesia Branch Juanda Jakarta, then the training program and the suitability of work placements together have a positive and significant effect on employee performance at PT. Bank UOB Indonesia Branch Juanda Jakarta.

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