

Analysis of Employee Placement in the Finance Division at PT X

Anis Husna Shafira¹, Henry Eryanto², Maulana Amirul Adha³

¹Department of Economics, Jakarta State University, Indonesia

²Department of Economics, Jakarta State University, Indonesia

³Department of Economics, Jakarta State University, Indonesia

Abstract

This research aims to find out what good placement procedures are and the division of tasks in placing employees in the finance division at PT X. Data for this research was obtained through several methods, namely observation, interviews and documentation. This research analysis was prepared using descriptive analysis to provide a comprehensive picture of employee placement. Therefore, this research is expected to provide in-depth insight into procedures and division of employee duties as well as obstacles in placing employees in the finance division at PT X

Keywords: Human Resource Management; Standard Operating Procedures; Employee Placement

1.Introduction

Proper placement of employees is one of the important things in a company. According to Suwatno (2013) Placing someone in the right job position will affect the quantity and quality of work. Placement means allocating employees to certain positions by matching or comparing the qualifications of an employee by assigning appropriate tasks to be carried out. (Husin, 2020)

There are three types of employee placement, (1) Promotion, this occurs if an employee is seen as having greater abilities and will be transferred to a higher division, generally given as a reward for past efforts; (2) Transfer, occurs if an employee is transferred from the division they occupy to another division but still with the same structural level such as responsibilities and salary; (3) Demotion, this occurs if an employee is transferred to a lower position than his previous position. In order for a company to be productive, it must have quality human resources, of course this must be done with proper employee selection and placement. (Hariyanto, Rohmatulillah, & Kariono, 2022)

The most important element in employee placement is how to place employees in the right positions. Placing employees according to their abilities is one of the important things in managing human resources. If employees cannot adapt to work, then this becomes a threat to the employees themselves, and the work they carry out can add pressure to employees, from this the company can become unproductive if it places an employee incorrectly.

While in the field, the researcher saw and analyzed the process of placing employees in the Finance Division at PT X.

The aim of this research is to know employee placement procedures, division of employee duties regarding position placement, obstacles in placing employees, as well as solutions to facing problems in placing employees in the Finance Division at PT X

2. Literature Review

2.1 Human Resources Management

The definition of Human Resource Management is the development or usefulness of humans in an integrated management manner, so that it can have a positive impact on the humans concerned. These human resources have energy as a force that has the competence to build in a positive direction. (Anwar & Padli, 2020)

According to Sedarmayanti (2017), Human Resource Management is an approach in managing human issues regarding assets and regulations as well as creating an organizational culture and environment that benefits both parties. (Ende, Sulaimawan, & et al, 2023)

Human Resource Management (HRM) is the process of training, employing, evaluating and paying attention to workforce management issues and their fairness. (Arraniri, Firmansyah, & et al, 2021)

2.2 Employee Placement

Employee placement according to Sastrohadiwiryo (2010) is a procedure for providing work to employees with a predetermined scope, as well as being able to account for risks regarding the possibilities that occur from work and authority for better performance. (A. Sahdewa & Rahmawati, 2021) According to Tohardi (2016), the aim of placing employees is as an

element of carrying out work in appropriate positions equipped with knowledge, work attitudes and skills. (Agustini & Wajdi, 2019). Apart from that, Sculler (1997) also believes that matching a person with the employee's position, knowledge, skills and personality is related to placement. (Purba, 2020)

In line with this opinion, The placement of workers is carried out based on being open, objective, fair and equal without discrimination. "The placement of workers is directed at placing workers in the correct positions following their expertise, skills, talent, dignity, human rights and legal protection." From this explanation, employee placement is carried out selectively, openly and without any discrimination. Employee placement is directed at placing employees in positions that are in accordance with their expertise, skills and human rights. (Mardiana & Baharuddin, 2022) placement process is one of the essential functions in human resource management, because the availability/absence of workers in the number and quality by the needs of the organization, admission/placement of someone in a particular position, is determined mainly by the selection function and this placement. If this function is not carried out properly, it will be fatal to the achievement of organizational goals and motivation for employees to be placed (Lubis, Wibisono, & Satriawan, 2020)

Meanwhile, according to Gaol (2014), placement is the initial classification or re-arrangement of someone in a new or old position. No different from new employees, old employees who wish to be moved to a different position must be recruited, selected and reoriented before being placed in a different position. The most important thing is that the matching process must be placed in the right position to match the quantity and quality of work. (Tijow, Areros, & Rumawas, 2021)

From the theories above, it can be concluded that positioning is also one of the important things in a company. If employees are placed in the right positions according to the job description and job specifications, it will also have a good impact on the company. Employees will feel stressed and lack productivity at work if their position placement is not appropriate. This can also cause a lack of productivity for the company.

2.3 Employee Placement Indicators

According to (Suwatno, 2003), employee work placement indicators should consider the following:

a) Education

Education is one of the determinants of employee job placement. In this case, education is usually used as part of determining a person's career path and position. Minimum education is required when applying for a job, such as: education required by the company and alternative education.

b) Job Knowledge

The work knowledge in question is the employee's knowledge about the work carried out both before work and knowledge gained after work.

c) Job Skills

In work practices, work skills mean the skills and expertise possessed by employees. These work skills can be in the form of: 1) Mental skills such as analyzing data and determining attitudes in decision making, 2) Physical skills such as the ability to do something, in this case a technician or mechanic, and 3) Social skills such as the ability to influence other people, offering products, both goods and services. d) Work

Experience Work experience can be used as a particular consideration by the company. The work experience referred to is the experience and how much time has passed doing a particular job. (Arifudin & Rusmana, 2020)

3. Materials and Methods

This research was carried out in the finance division at PT X, whose address is Bendungan Hilir, Central Jakarta.

3.1 Design Study

This type of research uses a qualitative approach. This qualitative research method is descriptive in nature and aims to obtain a comprehensive understanding based on natural (not contrived) situations and the researcher himself acts as the key to obtaining data. (Susanto, 2019). One type of approach often used by qualitative research is the case study approach.

A case study is a detailed process of studying or researching a specific event that occurred. Based on the explanation above, the researcher will use case study research by collecting data related to employee placement in the finance division at PT X. In this research, the researcher used three methods, including:

1. Interview, namely direct communication between the author and the respondent. Interviews take the form of questions and answers where the author asks questions and the respondent provides answers face-to-face with the aim of obtaining information. Interviews are carried out systematically to obtain valid information about an object in the past, present and future. Interviews are divided into 2 types, namely, a) Planned interviews are carried out systematically and themes are planned in advance to obtain information materials (Pujaastawa, 2016). The author must determine in advance who will be interviewed and must prepare an interview guide so that the interview can proceed systematically or proceed according to a previously planned plan; b) Unplanned (incidental) interviews are not carried out in a planned manner, this type of interview is a type of interview where the questions the author wants to ask are not prepared in advance, this interview is not too rigid but also not too free. The interview technique used by the author is a mixed interview technique. The initial questions are an initial guide when conducting the interview, but other questions are based on answers or statements that the participant will make.
2. Observation, according to Bogdan & Biklen (2017), observation is the most important technique in qualitative research, by means of which the writer will actively observe, record activities or situations that occur. (Ardiansyah, Risnita, & Jailani, 2023) The author uses observation as a technique for collecting data that was not answered during interviews with sources. Observation activities can be carried out by observing events while the author is in the field and recording events and activities from the objects seen to support the research being carried out.
3. Document Study, According to Poerwandari (2013), Document study is something that can be used as information such as sound recordings, images, films and so on. This document study is a complement to observation and interview studies, because document study is real data. (Equatora & Awi, 2021) The author also collected data using

documentation studies, when the interview or observation data did not match the data provided by the informants.

3.2 Data Analysis

The data analysis used by the author in this research is qualitative data analysis using the Miles and Huberman data analysis model. In the form of data reduction, data display, and finally conclusions.

- a) Data collection, namely the selection process, the information that has been obtained is selected so that researchers know which information is appropriate and which is not appropriate for the problem being researched.
- b) Presentation of data is carried out in the form of a narrative description, the researcher compiles data that is relevant to the information that has been obtained so that it has a certain meaning.
- c) The final stage, drawing conclusions is carried out carefully and thoroughly by carrying out verification in the form of reviewing the records that have been obtained.

3.3 Data Validity Techniques

According to Bryman and Bell (2021), data validity describes the level of precision and accuracy of the data collected. (Agit, Aini, & Febryandhie, et al, 2023). In data validity techniques, qualitative research has different terms from quantitative research. According to (Mekarisce, 2020) data validity tests are divided into four, including:

- 1) Credibility Test, is internal validity in qualitative research, data can be said to be credible if there are similarities between what the researcher does and in the field on the object being studied. The credibility test that researchers used in this research was Source Triangulation. Triangulation is checking data from several sources that are obtained. There are three types of triangulation, such as source triangulation, engineering triangulation and time triangulation.
- 2) Transferability Test, external validity of qualitative research. This method involves researchers making detailed, clear, systematic and reliable reports.
- 3) Dependability Test, Mistakes that are often made in research are due to limited time and experience. Dependability is used to maintain caution against possible errors in collecting data and can be scientifically accountable.

4. Results

4.1 Employee Placement Procedures in the Finance Division at PT X

Employee placement is placing prospective employees in jobs and positions that suit their expertise and skills. Employee placement can be temporary or long term. The principle applied in terms of employee placement is The Right Man and The Right Job (the right person in the right job).

PT X Therefore, good human resource management is needed in every company to support the company's work activities. Several leaders in each division in placing prospective employees do not only look at their educational background, but rather look at the prospective employee's ability to communicate, behavior and great curiosity in each task given, as well as

work experience so that they can handle it. case by case problems that occur in their work. Procedures for placing employees are very important to maintain professionalism and consistency in employee placement in order to minimize errors in employee placement in each division. Each leader must also conduct an evaluation for his employees for approximately 6 months or every contract extension, this is done so that there are no mistakes in division placement and they get work according to their portion. Therefore, procedures for placing employees are very important to maintain professionalism and consistency in employee placement in order to minimize errors in employee placement in each division.

4.2 Distribution of Employee Duties in Positions at PT X

The distribution of employee duties in position placement at PT X varies according to the employee's abilities in each field. The authority in distributing employee tasks is the leader, but this has been discussed first with the manager. Each division must have clear details of activities so that employees can follow the work flow well. The knowledge possessed by employees in looking at the division of tasks is quite important, but apart from this, the experience possessed by employees can also be said to be important because if employees are only smart in theory, it is not enough to fulfill the factors in dividing employee tasks. Because from employee experience they certainly have a lot of case studies, meaning employees are expected to understand how to solve their own problems.

4.3 Constraints in Employee Placement

In the process of placing and distributing employee duties, there are various obstacles that arise in the middle of accepting new employees. These obstacles include errors in employee placement and changes in employee placement as well as excess work outside the main job. According to the leaders, at PT X

At PT X (demotion) due to a lack of maintaining and developing the team so that this can be detrimental to the company, this is done to provide a deterrent effect on the employee so that they are more careful in supervising their team. Meanwhile, the obstacle faced by employees is that they often do work outside their main duties because they are trusted by their superiors, so this increases the burden of responsibility that employees have.

4.4 Solutions for Placing Employees

As a leader, what you have to do if something goes wrong in employee placement is to evaluate and discuss where the employee went wrong. If you get the results, they can be evaluated within a six month period or sooner if there are major obstacles to the work. And as an employee, the solution that can be taken when getting a job description outside of the main task is to try to do it well so that you can increase your skills. If it is too heavy then you can share it with your co-workers or you can even politely refuse that as an employee it is your responsibility. each.

5. Discussion

5.1 Employee Placement Procedures in the Finance Division at PT X

From the results of the research carried out, it can be seen that there are Standard Operational Procedures (SOP) at PT. X, but not every leader has it. However, the procedures

for each leader are the same, but only the indicators seen by a leader are different. In the procurement division, it is not only the educational background that is looked at, but the employee's ability to communicate and the employee's experience in making decisions on any existing problems are important indicators for the procurement division, then for the finance and payroll divisions they must look at the educational background because this is very important. influences the clear division of employee tasks so that fatal errors do not occur while working. Rational consideration in making decisions to place workers is decision making that is based on facts, information and data that is considered representative.

According to Bedjo Siswanto (2005) The employee placement procedure is a stage that must be passed in placing employees in the right position. These stages can be seen based on rational and objective considerations. Rational consideration is making decisions on employee placement based on selection carried out by Human Resources Management, while objective considerations are based on data taken from employees either based on someone's reference or on the basis of employee selection. (Asike, 2021) according to Suwatno (2003) in placing employees there are indicators that must be considered as a measure of the suitability of the employees to be placed, such as; education; working knowledge; work skills and work experience.

5.2 Distribution of Employee Duties in Employee Positioning

In the results of this research, the division of employee work will be effective if tasks are distributed evenly in employee placement because each employee has their own responsibilities. The factors that are seen in the distribution of employee duties to each leader are the same as educational background and experience.

According to Ardana, et al (2012), there are several indicators to measure the division of employee duties, namely (1) Placement of employees according to their abilities and expertise, because uncertainty in assigning jobs is not optimal; (2) Workload, this is what an employee is responsible for in carrying out their work. The workload carried out by employees must be evenly distributed to avoid each employee having an excessive workload; (3) Job specialization, namely the division of work based on special skills, because not all jobs require the same skills; and (4) Responsibility, being responsible for the work given to employees.

5.3 Constraints in Employee Placement

From the results of research conducted at PT X, According to Tuti Andriani (2015) there are 3 factors in changing work placements, such as promotions, transfers and demotions (Gunawan, Erwin, & Andriani, 2023). Promotions are carried out at PT These employees can be promoted to their position or status in the company. Apart from that, employee transfers have also been carried out due to errors in employee placement, but this can be a positive thing because the employee can develop their skills well and become comfortable doing their job. And at PT Apart from obstacles from leaders, employees also have obstacles in carrying out tasks outside their main duties. So the employee refuses to have these additional tasks which he cannot handle alone because of course each task has the responsibility of each employee.

5.4 Solutions in Employee Placement

Good and correct employee placement according to procedures is important in the company. If an error occurs in employee placement, the solution that can be taken is employee development. According to Thunnissen (2016) employee development is a process of various types of training and development created to improve employee skills and abilities. This development program can take the form of training, coaching, guidance or job rotation. (Danapratapa, Sujatmoko, & Sucipto, 2024)

6. Conclusion, Implications, and Recommendations

6.1 Conclusion

1. Employee placement procedures in the Finance division at PT X could work better.
2. The division of employee duties in employee placement at PT X If employees carry out tasks outside their main job, this is because they are backing up employees who are unable to attend so that work activities are not empty or neglected.
3. The problem experienced by every leader and employee in the Finance division at PT X
4. The solution in employee placement in the Finance Division at PT X

6.2 Implications

1. Theoretical Implications

The research results obtained support previous research conducted by (Rahman, Mangkuluhur, Delta, Hakim, & Arianto, 2022) (Arifudin & Rusmana, 2020). From the results of this research, the implementation of SOPs is appropriate and provides great benefits in the employee placement process. better, and an even distribution of tasks also makes employees feel happy and motivated in carrying out their work and responsibilities.

2. Practical Implications

In the results of this research, the leaders of PT X have implemented employee placement procedures well. The distribution of employee duties in employee placement has also been carried out well according to details and an even flow. However, some employees also feel that working on their job description is outside their main duties, so this makes it difficult for them to work on their main job description.

6.3 Recommendations

For future researchers, it is hoped that they can add a larger number of participants so that they can compare the significant influence regarding employee placement in a company and it is hoped that they can examine more than one variable so that they can develop a more comprehensive understanding of employee placement and an even distribution of tasks so that work can be achieved. running effectively.

7. References

A. Sahdewa, I., & Rahmawati, PI (2021, March). The Influence of Employee Placement and Career Development on Employee Performance at Handara Golf and Resort Bali. *Journal of Hospitality and Tourism Management*. doi:<https://doi.org/10.23887/jmpp.v4i1.29451>

Agit, A., Aini, LN, & Febryandhie, et al, A. (2023). Quantitative and Qualitative Research Methodology. Bandung: CV Media Sains Indonesia.

Agustini, F., & Wajdi, M. (2019). Employee Placement and Its Influence on Employee Work Motivation at PT. Medan Social Security. Niagawan Journal, VIII. Retrieved from <https://www.researchgate.net/profile/Fauzia-Agustini/publication/334980207>

Anwar, H., & Padli. (2020). Human Resource Management. Poliban Press.

Ardiansyah, Risnita, & Jailani, M. (2023). Data Collection Techniques and Scientific Educational Research Instruments in Qualitative and Quantitative Approaches. Journal of Islamic Education. doi:<https://doi.org/10.61104/ihsan.v1i2.57>

Arifudin, O., & Rusmana, FD (2020). The Influence of Employee Placement on Work Effectiveness at PT Agro Bumi. Journal of Management and Accounting. doi:<https://doi.org/10.32534/jv.v15i2.1091>

Arraniri, I., Firmansyah, H., & et al, EW (2021). Human Resource Management. Cirebon: Insania.

Asike, A. (2021). The Influence of Employee Selection and Placement on Work Productivity at PTBank Mandiri (Persero) Tbk Branch X. Journal of Research in Business, Economics and Education.

Danapratapa, B., Sujatmoko, IA, & Sucipto, HR (2024). Unclean ASN Placement: Causal Factors and Implementative Solutions. Journal of Economics, Management and Accounting. doi:<https://doi.org/10.572349/neraca.v2i5.1546>

Ende, Sulaimawan, D., & et al, DS (2023). Human Resource Management. Purbalingga: Eureka Media Aksara.

Equatora, MA, & Awi, LM (2021). Client Data Collection Techniques.

Gunawan, A., Erwin, & Andriani, T. (2023, December). Placement Concept: Mutation Demotion Promotion. Multidisciplinary Scientific Journal.

Hariyanto, Rohmatulillah, K., & Kariono, W. (2022). Types and Factors of Job Placement. Journal of Social Sciences, Religion and Humanities. Retrieved from <https://jurnal.stiedarulfalahmojokerto.ac.id/index.php/Jurnal-Dar-El-Falah>

Husin, W.L. (2020). The Influence of Work Placement on the Effectiveness of Employees at the National Narcotics Agency (BNNK) Bone Bolango Regency. Stionobel Journal. Taken back from <https://e-jurnal.stienobel-indonesia.ac.id/index.php/akmen>

Lubis, H., Wibisono, C., & Satriawan, B. (2020). Determination of Employment Placement, Work Environment and Competency of Employee Performance Through Work Motivation in Employee OPD KB Workers In District and City In Riau Islands Province. International Journal of Research in Commerce and Management Studies, II. Retrieved from http://ijrcms.com/uploads2020/ijrcms_02_57.pdf

Mardiana, & Baharuddin. (2022). Competence and Job Placement on Job Performance through Job Satisfaction in the Office of the XIX Region Land Transportation Management in South Sulawesi. Proceedings of the First Australian International Conference on Industrial Engineering and Operations Management.

Mekarisce, A. A. (2020). Data Validity Checking Techniques in Qualitative Research in the Field of Public Health. Public Health Scientific Journal, XII.

Pujaastawa, IB (2016). Interview and Observation Techniques for Collecting Information Material.

Purba, RR (2020). Determination of Job Satisfaction and Employee Performance: Analysis of Employee Transfers and Employee Placements (Literature Review of Human Resources Management). Journal of Applied Management Science. doi:<https://doi.org/10.31933/jimt.v2i2>

Rahman, A., Mangkuluhur, B., Delta, Hakim, FT, & Arianto, N. (2022). Analysis of Employee Placement at Binadidaktika Middle School. Journal of Management and Resources. doi:<https://doi.org/10.54371/jms.v1i2.199>

Susanto, Y. (2019, April). Various Qualitative Research Approaches. Journal of Scientific Communication, I(1).

Talib, Mohamad Anwar. (2022). Miles and Huberman Model Data Analysis Training for Cultural Accounting Research. Madani: Journal of Scientific Service. E-ISSN: 2442-8248

Tijow, G., Areros, W., & Rumawas, W. (2021). The Influence of Recruitment and Work Placement on PT Employee Performance. Telkom Manado. Productivity. Retrieved from <https://ejournal.unsrat.ac.id/index.php/productivity/article/view/32066>