

Effect of Work Experience and Work Placement on Employee Performance in Companies PT. Hadji Kalla At Makassar

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ABSTRACT

This study aims to determine and analyze the influence of work experience on employee performance in the company PT. Hadji Kalla in Makassar and to find out and analyze the influence of work placements on employee performance at PT. Hadji Kalla in Makassar. The analytical method used in this study is the Multiple Regression analysis method. Research data was obtained from employees of PT. Hadji Kalla in Makassar. The research approach is an explanatory causal approach.

The results show that work experience has a direct influence on employee performance. Work experience possessed by employees will be able to help employees in carrying out their duties so as to improve employee performance, and work placements have a positive and significant effect on employee performance in the company PT. Hadji Kalla in Makassar, meaning that employee performance can increase if influenced by employee work placements.

Keywords: *Work Experience, Job Placement and Employee Performance*

INTRODUCTION

Every agency or company must be able to choose and determine competent employees to fill vacant positions so that the main tasks of the position can be carried out. The right placement process is not enough to support employee performance, but requires experience to support the work. Employees who have high experience can foster cooperation in the learning process where this can

affect the performance of employees.

Employees with low quality experience, tend to be dissatisfied with their work, less committed to the organization and more contemplating leaving the organization.

As an employee who is equipped with a lot of experience will allow employees to realize good performance and vice versa if not experienced enough in carrying out

their duties someone will likely experience failure. (Samsudin, 2014: 33) states that experience in work by itself can improve one's performance because the more variety of jobs and objects, the more intensive the work experience gained by the person concerned.

At this time, air transport is a transportation that is in great demand for both upper and middle class people because it has various advantages. In addition to the shortest travel time compared to other modes of transportation, safety and comfort are two things that are taken into account. Another consideration is the cost incurred or the ticket price on a typical day does not differ much from the ticket price when using other modes with the same purpose. The growing industry of air transport services has rapidly made the national aviation business climate more conducive and competitive so that air transport is increasingly needed.

The underlying concept is that every employee is a human being, not a machine, and not merely a business resource. Increasing competition in the world of work spur agencies or companies to

continue to improve performance in order to create a product or service that can provide benefits to the community. Theoretically if the experience has been owned and an appropriate work placement will be able to influence performance.

LITERATURE REVIEW

Work Experience

1. Definition of Work Experience

Basically work experience is the knowledge gained as long as the employee works at the company at work, the longer the work experience they have the more knowledge they get. According to Siagian's opinion (2013: 60) that work experience is the whole lesson learned by someone from the events passed in the course of his life. According to Manullang (2014: 62) which states that graduates who do not have new work experience can be said to be "ready to fly" and that "ready to use" the company, which recruits it must provide additional training, or special education that is related to the ability and knowledge hinted at the position to be held.

Hasibuan (2011: 55) which states that "the work experience of an applicant should receive primary

attention in the selection process, because experienced people are prospective employees who are ready to use. Experience can address what the prospective employee does when he or she is applying. Employee work experience will support skills and speed in completing employee tasks so that the error rate will decrease. The longer the work experience that is owned by an employee, the more skilled and the faster the employee completes the task for which he is responsible.

Singgih and Bawono (2010), experience is a learning process and the addition of potential development of behavior both from formal and non-formal education or can also be interpreted as a process that brings a person to a higher pattern of behavior. Based on the opinions of these experts, it can be said that work experience is a skill or ability possessed by a person in a field of work obtained by learning in a certain period of time which is certainly seen from the ability of intelligence, both experiences that come from outside and from within the company .

2. The Importance of Work Experience

Work experience is usually taken into consideration in the acceptance of prospective employees, because from work experience can be seen what has been done by prospective employees when applying. Generally, companies tend to prefer workers who are experienced, more disciplined, more agile, and more quickly adjust to the work they handle, so that employee performance can be achieved as expected, this is in accordance with Ardana's opinion (2012: 98) that "individual productivity depends on the willingness / willingness of work and work skills both obtained through personal ability, experience or work training that is obtained through personal abilities, experience or work training that he has experienced.

Martoyo (2010: 46) states that: an organization or company will tend to prefer applicants who are experienced rather than inexperienced because those who are experienced are seen as more capable in carrying out tasks that will be given later. Of course, besides the

ability of intelligence which is also the basis for further consideration. Because people who have good intelligence are usually people who have good intelligence too. This is reinforced by the opinion of Manullang (2014: 56) stating that: "generally companies are more likely to choose a more experienced workforce who will always be smarter than those who have no experience at all. Based on the above opinion, it can be concluded that someone who is experienced will be better able to carry out the task so that it is more productive.

3. Factors Affecting Work Experience

Employees can be said to have work experience if they have done work repeatedly. Martoyo (2010: 47), as for the things that determine whether an employee is experienced or not is as follows:

- a. Length of time or length of service
A measure of the length of time or period of work that has been taken by a person can understand the tasks of a job and have carried out well.
- b. The level of knowledge and skills possessed

Knowledge refers to concepts, principles, procedures, policies or other information needed by employees. Knowledge also includes the ability to understand and apply information to job responsibilities. While skills refer to the physical abilities needed to achieve or carry out a task or job.

- c. Mastery of work and equipment
A person's level of mastery in the implementation of technical aspects of equipment and work techniques.

- d. Type of work

The more types of tasks a person carries out, the general person will get the results of carrying out a better task.

The purpose of work experience states that there are various types of goals a person has in gaining work experience. The purpose of work experience is as follows :

- a. Get as many colleagues as possible and add work experience in various fields.
- b. Prevent and reduce job competition that often arises among workers.

Work Placement

1. Definition of Work Placement

Employees who have completed an orientation program must immediately get a place of work that matches their talents and expertise. According to Malthis and Jackson (2012: 166) placement is related to matching someone to the position he will hold, based on the needs of the position and knowledge, skills, abilities, preferences and personality of the employee. Effective selection and placement includes finding a match between the needs of the organization or company to get employees who meet the requirements, and the needs of prospective employees for the job they want.

Rivai (2015: 211) employee placement means allocating employees to certain work positions, this is especially true for new employees. Old employees who have held positions or jobs include the placement function target in the sense of maintaining their position or moving to another position. Employee placement is matching or comparing the qualifications they have with job requirements, and at the same time assigning tasks, jobs to

prospective employees to be carried out (Ardana, 2012: 18). From the above definition, the placement means allocating employees both new and old employees in positions or positions that are in accordance with the needs of the position and knowledge, skills, abilities, preferences and personality and interests of the employee.

2. Types of Job Placement

There are three types of placement according to Rivai (2015: 211), namely promotion, transfer, and demotion. The following are the three types of placement.

a. Promotion

Promotion occurs when an employee is moved from one job to another that is higher in payment, responsibility or level. Generally given as an award, gift or effort and achievements in the past.

b. Transfer

Transfers occur when an employee is moved from one field of duty to another, whose level is almost the same as the level of salary, responsibility and structural level. Transfers may be beneficial for employees because their work experience

will increase and have new skills and in different perspectives they will also be better employees so that they become strong candidates to be promoted in the future. Transfers will also improve individual motivation and satisfaction, especially when the employee experiences obstacles in the old task area. Transfers also at least provide a variety of work that can increase job satisfaction.

c. Demotion

Demotion occurs when an employee is moved from one position to another whose level is lower in the form of salary, responsibility and structural level. Demotion rarely results in negative results for an employee. Usually this happens because of disciplinary problems, poor performance or disobedience to work discipline such as being absent too often. Problems that arise as a result of demotion are that employees may lose work motivation or create greater doubts caused by demotion decisions. In addition to causing a negative influence on the morale of other employees,

employees who are demoted will also be increasingly unproductive and less loyal.

3. Purpose of Job Placement

Placement does not only apply to new employees, but also applies to old employees who experience transfer of duties and mutations. According to according to Malthis and Jackson (2012:165) several goals to be achieved through proper placement are as follows:

- a. Allows companies to implement business strategies specifically
- b. Ensure that financial investments in employees can return
- c. Evaluate, employ, and place employees in positions that are in line with their interests
- d. Treat applicants fairly and therefore minimize the negative consequences associated with discrimination
- e. Minimize errors and demands from customers due to negligence carried out by employees who should not have received or maintained their work.

- f. Helps fulfill the objectives of employee acceptance and the schedule specified in the affirmative action program

Rivai (2015: 214) placement has the following benefits:

- a. Reducing nonconformity
A realistic preview of work can close the psychological gap between the expectations of newcomers and the reality. The difference between hope and reality is called cognitive mismatch.
- b. Preventing new jobs
The termination of a new job is expensive. Besides the costs of recruitment and selection, the costs associated with the administration of new workers in the HR department, making salaries in accounting records and training costs will disappear once the work stops.

Employee Performance

1. Definition of Employee Performance

Wibowo (2012:2) performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction,

and contributes to the economy. Mangkunegara (2013: 67) suggests that the term performance comes from the word job performance or actual performance (work performance or actual achievement achieved by an employee). The definition of performance (work performance) is the work quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Pabundu (2008: 121) defines performance as the results of the work/ activity function of a person or group in an organization that is influenced by various factors to achieve organizational goals within a certain time period.

Understanding performance or work performance according to Hasibuan (2011: 23) is a work result achieved by a person in carrying out tasks that are charged to him based on skills, experience and sincerity and time. Furthermore, it was emphasized that this work performance is a combination of three important factors, namely the ability and interest of a worker, ability and acceptance of the explanation of the delegation of duties and the role of the level of

motivation of employees. The higher the three factors above, the greater the work performance of the employee concerned. The same thing was stated by Rivai (2015: 145) that performance is the result or level of success of a person as a whole during a certain period in carrying out a task compared to various possibilities, such as work standards, targets or targets that have been determined in advance.

The performance of an overall position with the average number of performance functions performed. Performance is a function of motivation and ability to complete a task or job. Someone should have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what will be done and how to do it. Performance is a real behavior that is displayed by everyone as work performance produced by employees in accordance with their role in the institution.

2. Target and Factors of Employee Performance

The importance of assessment for work requires that performance appraisal must be truly objective, that is measuring for the work of the real employee (Brahmasari, 2010: 59). This means that the implementation of the assessment must reflect the implementation of the actual work or evaluate the behavior that reflects the successful implementation of the work. Having a standard means having dimensions that show the work behavior being assessed, which is generally translated from the work target, for example the performance results in the form of goods produced, quality or quantity, attendance at work, compliance with regulations and achievement factors. Brahmasari (2010: 68), suggested several factors to measure performance include:

a. Discipline

All organizations or companies must have work standards or behaviors that must be done in relation to work, both written and unwritten, and want employees to comply so as to

improve employee performance in improving work productivity.

b. Development

Training and development is a planned effort from the organization to improve employee knowledge, skills and abilities. The most common form of training for all levels in the organization is workplace training (on the job training. Malthis and Jackson, 2012: 25). Training will be more oriented to the development of employees, it is more emphasized to do specific work and development is more emphasized to do employee work in the future.

c. Productivity

As is well known that the goal of human resource management is to increase human resource support in achieving organizational goals through increasing the productivity of employees. An employee / workforce who has a high level of productivity certainly improves the progress of the company both in the level of service or profit achieved and will affect the improvement of

employee performance. While employees who are not productive will certainly hamper the progress of the company. Productivity here is able to issue all abilities and expertise in their fields so that they are able to carry out their tasks efficiently and on target.

d. Salary increase

Salary is an important element in increasing work motivation because salary is a tool to influence various employee needs. Therefore, the company or organization must plan the right salary in the sense of having internal justice. Salaries are remuneration in the form of money received by employees as a consequence of position.

Previous Research

Research on the influence of work experience and work placement on employee performance has been carried out by previous researchers, including:

1. Muaja, dkk., (2017)

The results of this study indicate that work placement and work experience have a positive and significant effect on the

performance of employees of PT. Bank Sulut-Go Manado Main Branch Office. In an effort to improve employee performance, managers should be able to place employees in accordance with their educational background with their fields of work.

2. Pua, dkk., (2017)

The results showed that there was a positive influence from work experience on employee performance, work placement on employee performance, work experience and work placement on employee performance. PT. Air Manado in improving the performance of its employees can pay attention to work experience and work placements from employees.

3. Yunita, dkk., (2016)

The results showed that there were positive effects of (1) work experience and employee placement on employee performance, (2) work experience on employee placement, (3) work experience on employee performance, (4) employee placement on employee performance.

ANALYSIS METHOD

Data analysis method used in this study, is an analysis with this statistical tool used to determine the effect of independent variables (X) consisting of work experience and work placement variables on the dependent variable (Y), namely the performance of employees Sugiyono (2013: 103), for testing the hypothesis in this study used the following model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$$

RESEARCH RESULT

Hypothesis Test

The analysis model used in this study is multiple regression analysis. This analysis is used to determine the direction and magnitude of the influence of work experience and work placement on employee performance in the company PT. Hadji Kalla in Makassar. Based on the results of the data processing, the multiple regression equation in the table is obtained as follows:

Table 1. *Coefficient Regresi Berganda*
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.377	.470		.801	.426
	Work Experience	.489	.082	.546	5.932	.000
	Work Placement	.401	.101	.367	3.991	.000

a. Dependent Variable: employee performance

Based on the unstandardized coefficients B value in table 1 it is known that each variable can be entered into multiple regression models with the equation, as follows:

$$Y = 0,377 + 0,489X_1 + 0,401X_2$$

These multiple regression equations can be interpreted as follows :

1. $b_0 = 0,377$ is a constant number indicating that employee performance is not determined by variables of work experience and work placement.
2. $b_1 = 0,489$ shows that if the work experience variable is increased by 1% then the performance of employees in the company PT. Hadji Kalla in Makassar will experience an increase of 48,9%.
3. $b_2 = 0,401$ shows that if the variable placement of work is increased by 1% then the performance of employees in

the company PT. Hadji Kalla in Makassar will experience an increase of 40,1%.

The results of the multiple regression equation shows the direction of influence of each independent variable, namely work experience and work placement on the dependent variable, namely the performance of employees in the company PT. Hadji Kalla in Makassar indicated by each of the independent variable coefficients. Regression coefficients of independent variables namely work experience and work placements that are positive sign means having a direct effect on employee performance.

To test the hypothesis in this study, multiple regression analysis was used, consisting of:

a. Simultaneous Test (F Test)

F test is to test whether each independent variable has a significant effect on the

dependent variable together with hypothesis.
 $\alpha = 0.05$ and accept or reject the

Table 2. Simultaneous Test Results Table

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.850	2	4.925	41.896	.000 ^b
	Residual	6.701	57	.118		
	Total	16.551	59			

a. Dependent Variable: Employee Performance
 b. Predictors: (Constant), Work Placement, Work Experience

Based on the table above, it can be seen that the F ratio is 39.801 with a significant value = $0.000 < 0.05$ ($\alpha = 5\%$). This means that the variables of work experience and work placement together have a positive and significant effect on employee performance variables in the company. PT. Hadji Kalla in Makassar.

the closeness of the relationship between the independent variable and the dependent variable. R2 values are located between 0 and 1 ($0 \leq R2 \leq 1$). From the results of the analysis, the correlation coefficient (R) shows that there is a relationship between the variable X and variable Y.

b. Determination Coefficient Test

The determination coefficient is used to determine

Table 3. Determination Coefficient Test Table

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.771 ^a	.595	.581	.34286

a. Predictors: (Constant), Work Placement, Work Experience

Correlation coefficient (R) of 0.771 means that there is a positive and unidirectional relationship between variable X and variable Y. Value of R2 =

0.595. This means that the effect of variable X (work experience and work placement) on variable Y (employee performance) is 59.5% and the influence of other

variables is 40.5% which is not included in the model. This influence is classified as good because of the value obtained above 50%.

c. Partial Test (t Test)

The t-test is to test whether each independent variable has a significant effect on the dependent variable partially with $\alpha = 0.05$. Partially, the analysis variables have different effects and probability values and can be explained as follows:

1. Work experience variable (X1) with t count value of 5.932 with a significant level of 0.000 ($\text{sig} < 0.05$) means that there is a positive and significant influence between work experience (X1) on employee performance (Y) in the company PT. HadjiKalla in Makassar and is a dominant variable influencing employee performance, this can be seen from the t-value which is greater than the t-value of the work placement variable.
2. Work placement variable (X2) with a t value of 3.991 with a significant level of 0.000 ($\text{sig} < 0.05$) means that there is a

positive and significant influence between work placement (X2) on employee performance (Y) in the company PT. HadjiKalla in Makassar.

DISCUSSION

To facilitate the discussion of research results, this section will explain the results of the tests for each research hypothesis, namely as follows:

Effect of Work Experience on Employee Performance

Work experience is the process of forming knowledge or skills about a work method because of the employee's involvement in carrying out work assignments. Experiences that can influence the behavior of organisms can be considered as learning opportunities. Based on the results of multiple regression tests, the effect of work experience variables have a positive and significant effect on the performance of employees in the company PT. Hadji Kalla in Makassar, meaning that employee performance can increase if influenced by employee work experience. This means that the

period of service referred to is the length of time a person occupies his job position.

Work experience has a direct influence on employee performance. Work experience owned by employees will be able to help employees in carrying out their duties so as to improve employee performance. An employee has a high work performance if the employee has mastery of the work and level of knowledge and skills, and vice versa if employees are not loyal in their work can occur because the employee lacks mastery of the job and level of knowledge and skills.

An organization or company will tend to prefer applicants who are experienced rather than inexperienced because those who are experienced are seen as better able to carry out tasks that will be given later. This study supports the theory put forward by Wibowo (2012) work experience is one of the factors that influence a person's performance in carrying out tasks in order to achieve the performance of organizational goals with experience, so the possibility of achieving good performance is quite convincing so

that one's work experience can used as a measure in work placements because employees who have high work experience can foster cooperation in the learning process.

Effect of Work Placement on Employee Performance

Job placement is a follow-up to the selection, which is placing the prospective employee who is accepted in the job position he needs and at the same time delegating authority to that person. Placement is related to the adjustment of one's abilities and talents with the work to be done. Based on the results of multiple regression tests, the effect of job placement variables has a positive and significant effect on the performance of employees at the company PT. Hadji Kalla in Makassar, meaning that employee performance can increase if influenced by employee work placements. This indicates that work placement is the assignment of responsibilities to workers in accordance with the capabilities and expertise of employees.

The understanding of the company in placing good employees will be able to improve employee

performance. Employee work placements become increasingly important because as a basis for improving employee job satisfaction and will improve employee performance so that the company is able to develop and compete in the long term. Factors in placing employees have been done well by the company so that employee loyalty to the company is created properly and reduce the level of consumer complaints so that the company's objectives are achieved.

CONCLUSION

From the results of the research and discussion that has been raised, the conclusions that can be drawn by the researcher are as follows:

1. Work experience has a positive and significant effect on the performance of employees in the company PT. Hadji Kalla in Makassar, and the proposed hypothesis can be accepted.
2. Work placement has a positive and significant effect on employee performance at the company PT. Hadji Kalla in Makassar, and the proposed hypothesis can be accepted.

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