

The Effect of Human Resource Planning and the Effectiveness of Job Placement on Employee Performance at the Karawang Regency SME Cooperative Office

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Abstract

The Karawang Regency SME Cooperative Office based on employee performance survey data at the Karawang Regency SME Cooperative Office is less than optimal. The purpose of this study is to determine the influence of human resource planning and the effectiveness of job placement on employee performance partially and simultaneously at the Karawang Regency SME Cooperative Office. The research method used is a quantitative method with descriptive verification, the population in this study is all employees at the Karawang Regency SME Cooperative Office which is also used as a research sample (saturated sample). and data analysis used using multiple linear regression data analysis. The results of the study show that human resource planning partially has a significant positive effect on employee performance. The effectiveness of partial job placement has a significant positive effect on employee performance. Simultaneous hypothesis testing shows that human resource planning and the effectiveness of work placement together have a significant positive effect on employee performance. Research shows that human resource planning in the Karawang Regency SME Cooperative Office must meet the requirements that have been set and carry out tasks according to organizational expectations to improve employee performance. The effectiveness of job placement must be carried out appropriately in accordance with the position held.

1. Introduction

Employee performance has a crucial role in an organization, where the achievement of goals depends on their dedication. In increasingly fierce business competition, many companies are now prioritizing improving the quality of human resources. This aims to make human resources an asset that supports the growth and performance of the organization, with the hope of achieving maximum profits (Afrilia, 2023).

According to the State Civil Service Agency (2022), the performance of ASN in West Java Province is considered not proportional to the amount of the salary and allowance budget received, as well as the quality of services provided to the community.

Based on the results of observations, the problem that has arisen in the Karawang Regency and Cooperative and SME Office is that the work is less than optimal because of the lack of experience in performing their duties, the discrepancy can affect the performance of the employee. Table 1 shows the Reconciliation Agreements and Reconciliation Reports in 2022.

Table 1 Reconciliation agreements and reconciliation reports in 2022 (Lakip Karawang Regency SME Cooperative Office, 2022)

No	Program Indicator	Target	Program Indicator	Achievements
1	Percentage of Cooperatives that receive empowerment and protection	100%	Empowerment and Protection	87%
2	Percentage of Empowerment of Small and Medium Enterprises and Micro Enterprises	1150 MSME	Empowerment of Medium Enterprises, Small Enterprises, and Micro Enterprises	350 MSME
3	Percentage of Development for Micro Enterprises	1000 MSME	MSME Development	780 MSME

Performance factors include HR planning and employee placement, ensuring tasks match abilities for career development. Sahadewa and Rahmawati (2021). HR planning ensures employee needs are met through competency management and effective recruitment.

There have been previous studies that have found that human resource planning and placement have a positive and significant influence on employee performance. Selniwanti *et al.* (2020) and Blikololong and FoEh (2022), but in contrast to Rafikah *et al.* (2020) found that human resource planning has no influence on employee performance. Rawis *et al.* (2021) found that Human Resource Planning has a Positive but not significant effect on employee performance.

Based on the above phenomenon, this research will fill the gap so that it can contribute to the agency to be taken into account when making strategies and achieving performance goals. so that the author conducted a research entitled "The Influence of Human Resource Planning and the Effectiveness of Job Placement on Employee Performance at the Karawang Cooperative and SME Office".

Research Objectives:

- To find out the influence of HR planning on employee performance at the Karawang SME cooperative office
- To find out the effect of job placement effectiveness on employee performance at the Karawang SME cooperative office
- To find out the influence of HR planning and the effectiveness of job placement on employee performance in the SME cooperative office

2. Theoretical Studies

2.1 Human Resource Management

Human Resource Management manages the workforce to achieve the company's goals through the recruitment, development, and retention of qualified employees (Aldyanto, 2024; Priyono & Darma, 2016). Human Resource Management can evaluate the company's activities, employee commitment, organizational flexibility, and quality of company output. HR plans include workforce needs, recruitment, training, performance management, and conflict resolution to improve employee performance and satisfaction (Gitelman, 2020). According to Kristanti *et al.* (2023), human resource management manages employees as a crucial asset from recruitment to termination of employment relationships.

From the above efficiency, it can be concluded that Human Resource Management (HRM) manages the workforce through planning, recruitment, training, performance management, payroll, and employment relations. The goal is to ensure the availability of quality employees and support the achievement of the company's goals.

2.2 Performance

The Performance Assessment Guide reflects on a periodic and structured set of individual performance achievements that affect the organization. In order to achieve a good measure, it is necessary to use the principle of preparation and consideration, to use the theory of valid and reliable assessment (Widyaningrum & Siswati, 2017; Daya, 1996). Employee performance in the form of quality and quantity refers to the achievements that are shared by the people in carrying out their duties according to the responsibilities that are shared (Masram &

Mu'ah, 2017). Performance management is the process of increasing productivity and achieving company goals optimally (Juliandi & Manurung, 2014).

From this definition, it is concluded that Employee performance includes all achievements over a certain period, with a focus on efficiency and effectiveness in carrying out their responsibilities. Performance evaluation is carried out once a year using an assessment of the achievement of Employee Work Goals (SKP).

2.3 Human Resource Planning

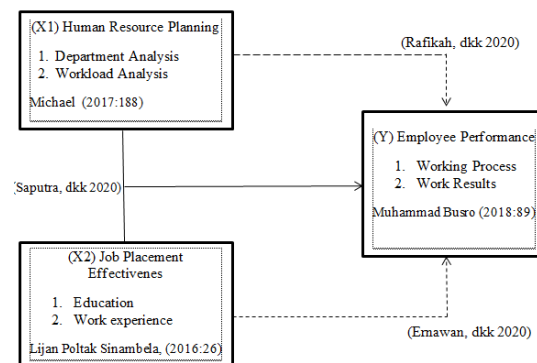
Michael (2017) stated that human resource planning includes manpower needs, development plans, and identification of short- and long-term needs. An important foundation of the organization, strategic planning and HR management with the necessary objectives and steps. According to Dessler (2011) job analysis is important for understanding the tasks and work environment of the organization. Malusa *et al.*, (2017) stated that workload analysis assesses tasks that must be completed in a given time. This technique measures work efficiency and effectiveness based on work volume and time schedule.

From the above definition, HR Planning sets goals and steps for human resource investment. Job analysis and workload analysis provide crucial information about responsibilities, worker characteristics, and operational efficiency.

2.4 Job placement effectiveness

Sjafri, (2003) misstated that the four positions are the appointment of employees in the network. According to Rivai, (2009), job placement is the concept filling of employees to new tasks or positions in the organization. Employee placement in HR management considers location, individual skills, and transition time for long-term effectiveness (Sinambela, 2021).

2.5 Research Thinking Framework and Hypothesis



Line Caption :

-----> = The partial influence of human resource planning on performance

-----> = Partial effect of job placement effectiveness on performance

-----> = The Simultaneous Influence of Human Resource Planning and Work Placement Effectiveness on Performance

Fig. 1 Thinking framework

3. Research Methods

3.1 Research Design

In this study, the author uses quantitative coding. Quantitative methods are used to investigate populations or samples, collect data, and analyze statistics to test hypotheses (Hartono, 2015).

3.2 Population

A population is a collection of objects or subjects with certain characteristics that are researched to draw conclusions. The population of this study was taken from all employees of the Karawag Regency SME Cooperative Office (Siyoto & Sodik, 2015).

3.3 Sample

The sample is the part of the population with characteristics that must be representative in the study (Juliandi & Manurung, 2014). Where all populations in this study are used as samples. The total population at the Karawang Regency SME Cooperative Office amounted to 45 numbers which will be used as a sample.

3.4 Sampling Techniques

The sampling technique used is saturated sampling. According to Sugiyono (2008) saturated sampling is a sample selection technique when all members of the population are sampled.

3.5 Data Collection Techniques

The following is the data collection method that carried out.

3.5.1 Observation

It is carried out by observation to see the conditions at the Karawang Cooperatives and SMEs Office

3.5.2 Questionnaire

Questionnaires or questionnaires are distributed to all staff of the Karawang Cooperative and SME Office to collect data on human resource planning and the effectiveness of job placement on employee performance.

3.5.3 Documentation

This method is used to collect existing information from the Karawang Regency SME Cooperative Office.

3.6 Data Source

The data source in this study uses primary data is direct information that can be in the form of individual opinions, observation results. The collection method includes surveys, observations, and questionnaires. This study uses secondary data sources are obtained from books, previous journals and literature Sugiyono (2008).

3.7 Analysis Techniques

Multiple linear regression is used to measure how much influence independent variables have on dependent variables in research Sugiyono (2008) with the following formula.

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

3.7.1 Classical Assumption Test

(a) Normality Test

According to Ghozali (2006), the Normality Test evaluates whether the data follows a normal distribution. If the value is greater than 0.05, the data is considered normal. If the value is less than 0.05, the data is considered abnormal.

(b) Heteroscedasticity Test

Heteroscedasticity test examines significant changes in residual variability in regression models. The scatter plot shows a pattern that can signal if the dots above and below the 0 line on the Y axis are visible (Ghozali, 2006).

(c) Multicollinearity Test

The multicollinearity test assesses the relationship of independent variables in regression. A low tolerance (≤ 0.01) or a high VIF (> 10) indicates a problem. For reliable regression results, remove variables with high correlation (Sahir, 2021)

3.7.2 Statistical T Test

The t-test was used to assess the significance of the influence of the independent variable on the bound variable in regression. If the p-value < 0.05 , there is a significant influence; if the p-value > 0.05 , there is not enough evidence for a significant effect (Ghozali, 2006)

3.7.3 Statistical F Test

According to Ghozali (2006), the F value greater than the F value of the table shows that all independent variables have a significant effect on the bound variables in the analysis model.

3.7.4 Determination Coefficient Test (R²)

According to Ghozali (2006), the determination coefficient test measures how well the model can explain data variations.

4. Research Results And Discussion

4.1 Multiple linear regression analysis

Table 2 Multiple linear regression test results

Model		Coefficients ^a		
		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	14.600	3.195	
	Perencanaan SDM (X1)	.423	.043	.651
	Evektivitas Penempatan Kerja (X2)	.329	.048	.449

a. Dependent Variable: Kinerja Pegawai (Y)

Based on the Table 2 above, the coefficient regression of the consta is 14.600, while the coefficient b1 is 0.423 and the coefficient b2 is 0.329, so the resulting equation: $Y = 14.600 + 0.423 X1 + 0.329 X2$.

4.2 Classical Assumption Test

4.2.1 Normality Test

Table 3 Normality test results one-sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		45
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	4.14784975
	Absolute	.084
Most Extreme Differences	Positive	.084
	Negative	-.071
Kolmogorov-Smirnov Z		.560
Asymp. Sig. (2-tailed)		.912

It can be found out from the Table. 3 that the significant value of 0.912 is greater than 0.05, so it can be concluded that the tested data is normally distributed.

4.2.2 Heterokedastistas Test

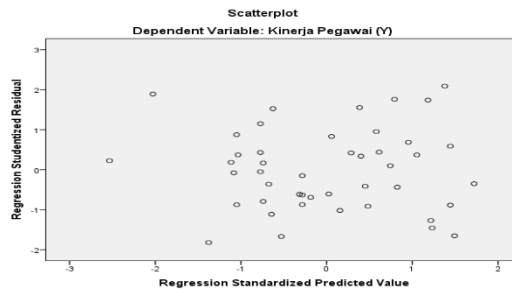


Fig. 2 heterokedastistas test results

Figure 2 shows that the distribution of research data in Scatterplot is randomly distributed and does not form a specific pattern. Thus, it can be concluded that the double regression model is free of Heteroscedasticity.

4.2.3 Multicollinearity Test

The independent variables, namely HR planning and job placement efficiency, have a VIF value of 1,162 <10 and tolerance value = 0,860 >0.1, so it can be concluded that there is no multicoloniality <10.

4.3 Partial T Test

Based on the significance value, both the human resource planning variable (0.00) and the job placement activity variable (0.00) had a significant effect on the performance variable, because the significance value was less than 0.05.

4.4 Simultaneous F Test

Testing the effect of independent variables together on bound variables was carried out using the f test. It is known that the value of Fcal is 112.846 with f table 3.22 so that Fcal > F table (112.846 > 3.22), and a significant level of 0.000 < 0.05.

4.5 Coefficient Test of Determination

Table 4 coefficient test results of determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.918 ^a	.843	.836	1.274

a. Predictors: (Constant), Eektivitas Penempatan (X2), Perencanaan SDM (X1)

Based on the results of Table 4, the magnitude of the determination coefficient value of R square is 0.843. This shows that HR Planning and Job Placement Effectiveness have an influence on performance by 84.3% while the remaining 15.7% are influenced by external variables.

5. Discussion

5.1 The Effect of Human Resource Planning on Employee Performance

Based on the results of the study, it is known that human resource planning has a positive and significant effect on the performance of employees of the Karawang Regency SME Cooperative Office with a significant value of 0.00 < 0.05 and a t-value of > t table (9.877 > 2.018). Human resource planning plays an important role in managing individuals and improving performance through the management of qualified employees. The results of this study are in line with previous research conducted by Ivana and Marzuki (2023) that human resource planning has a positive and significant influence on employee performance.

5.2 The Effect of Job Placement Effectiveness on Employee Performance

The results of the study were found that the effectiveness of job placement had a positive and significant effect on the performance of employees of the Karawang Regency SME Cooperative Office with a significant value of $0.00 < 0.05$ and a t-value calculated $> t$ table ($6,811 > 2,018$). This means that the more precise the placement of employees, the performance of the Employees of the Karawang Regency SME Cooperative Office will increase. This illustrates that the Effectiveness of Job placement in accordance with their skills and knowledge can improve Employee performance. The results of this study are in line with the opinion of Ashdaq and Mandasari (2022)

5.3 The Effect of Human Resource Planning and the Effectiveness of Job Placement on Employee Performance

Based on the results of the study, it is known that human resource planning (X1) and job placement effectiveness (X2) together have a positive and significant effect on the performance of employees of the Karawang Regency SME Cooperative Office with a significant value of $0.000 < 0.05$ and a value of f calculation $> f$ table ($112,846 > 3.22$), then the hypothesis is accepted. It can be concluded that human resource planning and job placement efficiency must be paid more attention in order to improve employee performance. The results of this study are also in line with research conducted by Saputra *et al.*, (2020).

6. Conclusion and Implication

6.1 Conclusion

Based on the results of the research that has been carried out, the following conclusions can be drawn.

The variable of human resource planning has a positive and significant effect on the performance of employees of the Karawang Regency SME Cooperative Office with a T value calculated ($9.877 > T$ table (2.018)) at a significant level of $0.00 < 0.05$.

The variable of job placement effectiveness has a positive and significant effect on the performance of employees of the Karawang Regency SME Cooperative Office with a value of Tcal ($6,811 > T$ table ($2,018$)) at a significant level of $0.00 < 0.05$.

Variables of human resource planning and the effectiveness of job placement simultaneously on the performance of employees of the Karawang Regency SME Cooperative Office with a value of Fcal ($112.846 > 3.22$) at a significant level of $0.000 < 0.05$.

The determination coefficient shows that 84.3% of the performance of employees of the Karawang Regency SME Cooperative Office is influenced by human resource planning and the effectiveness of job placement. The rest, 15.7%, was influenced by other factors outside of these variables.

6.2 Implication

Based on the results of the above research, the human resource planning of the Karawang Regency SME Cooperative Office is expected to meet the requirements that have been set and be able to carry out its duties in accordance with the expectations of the organization based on the position occupied, so that employee performance has improved. The effectiveness of job placement needs to be carried out in accordance with the scope that has been set, therefore the organization needs to place employees in the right place for the right position.

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Conflict of Interest

Authors declare that there is no conflict of interests regarding the publication of the paper.

Author Contribution

*The authors confirm contribution to the paper as follows: **study conception and design:** M.R., W. and D.E.H.; **data collection:** M.R., W. and D.E.H.; **analysis and interpretation of results:** M.R., W. and D.E.H.; **draft manuscript preparation:** M.R., W. and D.E.H. All authors reviewed the results and approved the final version of the manuscript.*

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