

The Influence of Selection, Talent Management, and Employee Placement on Employee Performance and Its Impact on the Performance of Pt Pupuk Iskandar Muda Aceh

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Abstract

This research examines the role of employee performance in mediating the selection, talent management, and placement influence on the performance of PT Pupuk Iskandar Muda Aceh. This research has the same population and sample size, namely 305 because it uses *proportionate stratified random sampling* techniques and is analyzed through SEM AMOS. The research results prove that selection, talent management, placement, employee performance, and organizational performance have gone well; selection, talent management, and placement have a significant influence and positive function on increasing employee and company performance; and employee performance has a positive and significant influence on PT Pupuk Iskandar Muda Aceh's performance. Employee performance is significant and has a positive function in mediating the position of talent selection and management, as well as placement, and its mediating influence is partial.

Keywords: Selection, Talent Management, Placement, Employee Performance, Organizational Performance

1. Introduction

The following is the performance of each subsidiary of PT Pupuk Indonesia as assessed from the production aspect for 2020 - 2022.

Table 1. Production Performance of PT Pupuk Indonesia Subsidiaries for the 2020-2022 Period

2020 Period						
Company	Amoniak			Urea		
	Target (tons)	Realization (tons)	Achievement (%)	Target (ton)	Realization (tons)	Achievement (%)
PG	1.006.600	949.700	94	447.000	564.490	126
PIM	265.000	216.113	82	450.000	337.547	75
PKC	590.000	580.050	98	907.000	865.182	95
PKT	2.660.000	2.720.339	102	3.271.000	3.411.281	104
PSP	1.472.000	1.440.179	98	2.034.000	2.202.318	108
Average	1.198.720	1.181.276	94.9	1.421.800	1.476.164	101.8

Table Continued 1.

2021 Period						
Company	Amoniak			Urea		
	Target (tons)	Realization (tons)	Achievement (%)	Target (ton)	Realization (tons)	Achievement (%)
PG	984	1.004	102	1.010.000	1.090.000	108
PIM	180.000	243.402	135	300.000	402.108	134
PKC	576.000	562.458	98	864.000	843.491	98
PKT	2.600.000	2.800.000	108	3.200.000	3.700.000	116

PSP	1.015.000	1.285.502	127	1.590.000	2.051.701	129
Average	874.397	978.473	113,8	1.392.800	1.617.460	116,8
2022 Period						
Company	Amoniak			Urea		
	Target (tons)	Realization (tons)	Achievement (%)	Target (ton)	Realization (tons)	Achievement (%)
PG	1.010.000	949.700	94	915.628	906.472	99
PIM	265.000	257.688	97	450.000	337.547	75
PKC	580.050	590.000	98	907.000	865.180	95
PKT	2.646.000	2.700.000	102	3.300.000	3.400.000	104
PSP	1.430.908	1.400.00	98	2.030.000	2.200.000	108
Average	1.186.392	1.113.953	94,8	1.520.526	1.541.840	96,2

Sumber: Pupuk Indonesia Subsidiary Annual Report, 2022

Note:

PG = Petrokimia Gresik;

PIM = Pupuk Iskandar Muda;

PKC = Pupuk Kujang Cikampek;

PKT = Pupuk Kalimantan Timur;

PSP = Pupuk Sriwidjadja Palembang

Based on Table 1, it reveals the performance of PT Pupuk Iskandar Muda has increased in two periods, namely 2020 (achievement of 101.8%) and 2021 (116.8% achievement). However, the company's production performance will be achieved in 2022 there was a decline far from the target. Based on the data, the target set for PT Pukuk Iskandar Muda in 2022 reached 265,000 tons of Ammonia, while the realization was 216,113 tons (82%). When compared with other ammonia-producing companies, PT Pupuk Iskandar Muda is in the lowest position. Likewise with Urea, PT Pupuk Iskandar Muda was only able to achieve 75% (337,547 tonnes) of the target set, namely 450,000 tonnes, and again placed PT Pupuk Iskandar Muda in the lowest position compared to competitors similar to it.

As for the aspect of commercial fertilizer sales carried out by PT Pupuk Iskandar Muda 2022 can be seen below.

Tabel 2. Penjualan Pupuk Komersil PT Pupuk Iskandar Muda Tahun 2022

Type Sales	Consumer Name	Country of Destination	Quantity (tons)
Domestic	PT Pupuk Kujang	Indonesia – Karawang	9.300
Domestic	PT Permata Agro Persada	Indonesia - Sumatera Utara	15.035
Domestic	PT Perintis Niaga Indonesia	Indonesia - Sumatera Utara	5.000
Domestic	PT Semesta Jaya Abadi	Indonesia - Tebet	3.000
Domestic	PT Akita Raya Indo	Indonesia – Tangerang	2.000
Domestic	PT Mesin Gaya Elektro Dan Trading	Indonesia – Jakarta	5.000
Domestic	PT Meta Agro Lestari	Indonesia - Sumatera Selatan	2.233
Domestic	PT Meroke Tetap Jaya	Indonesia - Sumatera Utara	1.000
Domestic	PT Mega Agro Lestari	Indonesia - Jawa Timur	1.767
Export	Agrivert Liven Int. Pte. Ltd.	Sri Lanka	22.511
Export	Agrivert Liven Int. Pte. Ltd.	Vietnam	4.162
Export	Samsung C&T Singapore Pte. Ltd.	Philipines	11.584

Sumber: Marketing Departement PT Pupuk Iskandar Muda, 2022

Based on this study initial survey, regarding respondents' perceptions of the performance of PT Pupuk Iskandar Muda Aceh, shows that there are several indicators (Dwiyanto 2016: 23), which still have low responses. From the productivity dimension, employees have not been able to meet *the input* and *output* expected by the company. Furthermore, from the responsiveness dimension, there are indicators that the company has not been able to fulfill all

of society's expectations. Previous research that stated employee performance was related to organizational performance was research by (Marzuki, Nasir, & Sofyan, 2020) and (Markhadam, Adam, & Mahdani, 2022). Based on an initial survey regarding respondents' perceptions of employee performance according to the indicators of Permenpan- RB No. 37 (2017), shows that there are three indicators whose acceleration still needs to be improved, namely regarding the level of cooperation that is not yet good, communication that has not been established between employees in harmony, and the ability to develop in working and helping colleagues in any difficulties that arise, faced. PT Pupuk Iskandar Muda Aceh, in achieving various company targets, of course, requires reliable and highly dedicated employees. One of the focuses in producing competent resources is to screen the employees needed by the organization through strict selection. The initial survey regarding respondents' perceptions of selection according to the indicators proposed by (Jackson, Schuler, & Werner, 2017), shows that there is an indicator that still needs to be improved, namely not having work and organizational experience.

The strengthens the relationship between talent management and organizational performance can be reviewed in research of (Syamsudin & Ressia, 2020) which concluded that talent management and *organizational citizenship behavior* influence the performance improvement of the Banten Province Manpower and Transmigration Service. The initial survey data regarding respondents' perceptions of talent management according to indicators proposed by (Cappelli & Keller, 2014), shows that following the recruitment and selection process related to the search for talented employees, the company has not designed a program to support immediate productivity in the first year of work, and the company has not maximizing employee contribution and productivity in the short, medium and long term.

An influence of employee placement on organizational performance has been proven by (Siahaan & Bahri, 2019), by conducting his research regarding the placing employees and performance. The initial survey regarding respondents' perceptions of employee placement at PT Pupuk Iskandar Muda Aceh, shows that several indicators (Sastrohadiwiryo & Syuhada, 2015) still need to be improved, namely placement in inappropriate work positions and not having the skills appropriate to the job. In addition, preliminary findings for respondents' perceptions regarding employee performance, shows that there are several indicators (Dwiyanto, 2016), which still have low responses. From the productivity dimension, employees have not been able to meet *the input* and *output* expected by the company. Furthermore, from the responsiveness dimension, there are indicators that the company has not been able to fulfill all of society's expectations.

The references above, concludes that selection and employee placement are the main actions in handling performance. Selection is the main entry point in screening employees who suit the company's needs, while the next step is to go through other stages of human resource development, including reliable talent management, which must be patterned appropriately, and leads to employee placement actions. Here, these two actions are indicated as the cause of the ups and downs in employee performance at PT Pupuk Iskandar Muda Aceh where if there are deficiencies in the selection of previous entries, inappropriate talent management patterns, and mismatches in placement, then mismanagement will occur. From several literatures that discuss organizational performance, previously we discussed how the involvement of selection, talent management, and employee placement can change the performance of both employee performance and company performance. Therefore, it is very interesting to study the actual pattern of running these variables, in an organization like PT Pupuk Iskandar Muda Aceh.

2. Literature

Organizational Performance

Organizational performance is a description of the achievement of implementing a program in realizing the goals, objectives, mission and vision of an organization as stated in an organization's *strategic planning* (Dwiyanto, 2016). Organizational performance is a description of the success or failure of an organization. This variable is supported by many elements in management, especially the strength of employees in driving the organization. Organizational performance is different from employee performance, where organizational performance provides more of an overview of the overall work results at the organizational level, while employee performance is the work results achieved by individual employees

Employee performance

Employee performance is a work result achieved in carrying out assigned tasks based on skill, experience, seriousness, and time (Permenpan-RB No. 37, 2017). Employees spend time working according to their duties, and their performance should be evaluated based on predetermined performance indicators. Many models have been studied regarding employee performance and the factors that influence it. Employee performance is a measure when determining whether an employee will be retained in a particular field or not, and looking at the background of his suitability for the job. Employee performance is important to study because it is a path to achieving organizational success.

Selection

Selection is the process of obtaining and using information about job applicants to determine who will be hired to fill a position for a long or short period (Jackson et al., 2017). The selection process is often interpreted as the beginning of an organization's success because from this process further expectations for the organization to have better performance will be formed. When the selection process is carried out incorrectly, the results may also be bad for the organization. Selection often has to be followed by a certain training or orientation process, depending on whether the person received is a professional with a high level of security or not. The following processes can certainly maintain bias in the selection results, but of course, the selection is an entry point that really must be taken care of so that it is carried out correctly and maximally.

Talent Management

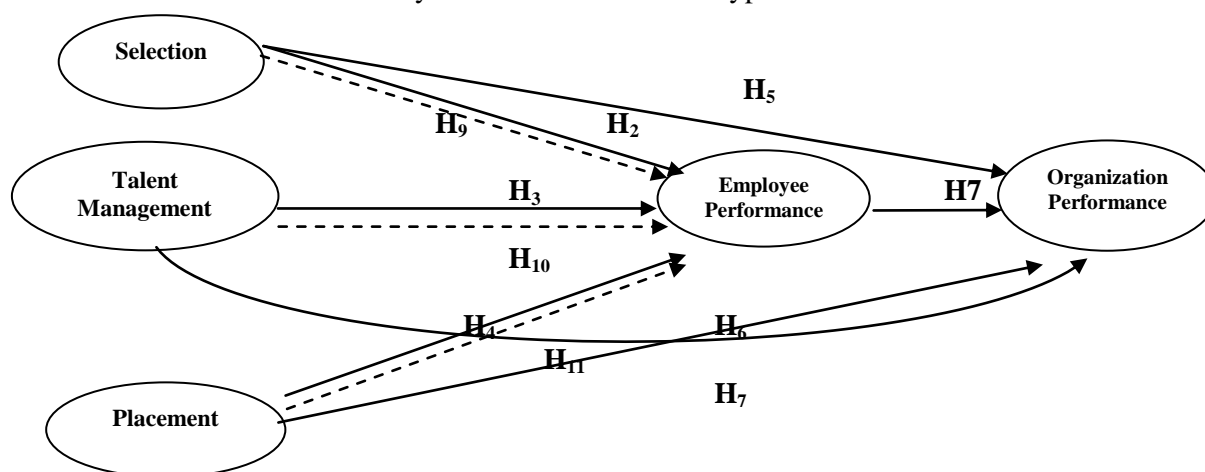
(Konrad, Berger-Hanke, Hassel, & Barr, 2021) define selection as the stage of selecting human resources who have the qualifications needed to fill job vacancies in an organization. Talent management is the management of talent qualifications which is the basis for improving and utilizing appropriate talents in the future for the progress of the organization. Talents are collected, managed, and developed following the goals of the organization. This management is considered very important considering that human resources are the main driving force of an organization's success. Very often organizations neglect talent management, which is not planned and not directed well, thus hampering the performance of individuals who fail to manage and hampering organizational performance.

Employee Placement

Placement is placing a person into the right job position, this is focused on suitability and matching between people's knowledge, skills abilities, and job characteristics (Mathis & Jackson, 2019). Placement requires proper management for the period with good organization. Very often mistakes occur in employee placement, resulting in the organization running in place or experiencing setbacks. Planning makes management functions achieve optimization stimulates the performance of the individuals placed and improves organizational performance. Placement is one of the main steps organized in management activities.

Hypothesis

The author formulates the study model framework and hypotheses as follows.



Picture 1 Research Model

A. Descriptive Hypothesis

H1: Selection, Talent Management, Placement, Employee Performance and Performance of PT Pupuk Iskandar Muda Aceh have gone well.

B. Verification Hypothesis

1. The direct effect of the verification hypothesis

H2: Selection influences employee performance

H3: Talent management influences employee performance

H4: Placement influences employee performance

H5: Selection influences company performance

H6: Talent management influences PT Pupuk Iskandar Muda Aceh's performance

H7: Placement influences organizational performance

H8: Employee performance influences PT Pupuk Iskandar Muda Aceh's performance

2. Indirect Effect of Verifying Hypothesis

H9: Selection influences company performance through employee performance.

H10: Talent management influences PT Pupuk Iskandar Muda Aceh's performance through employee performance.

H11: Placement influences PT Pupuk Iskandar Muda Aceh's performance through employee performance.

2. Method

This survey was conducted at PT Pupuk Iskandar Muda Aceh with the objects being Selection (X1), Talent Management (X2), and Placement (X3). Employee performance as variable Y and Variable Z, namely organizational performance. This research used a population of 305 teachers using a proportionate stratified random sampling technique. The number of samples from each division within PT Pupuk Iskandar Muda Aceh is described in the following table according to the use of the proportional allocation formula.

Table 3 Number of Population and Research Sample

No.	Division	Amount Population	Amount Sample	Percentage
1.	Main Directorate	51	27	8,85
2.	Operation and Production Directorate	276	144	47,21
3.	Finance dan Generate Directorate	257	134	43,93
Amount		584	305	100

Sumber: Human Resource Department of PT Pupuk Iskandar Muda Aceh (2022)

Table 3 shows that this research will use several divisions at PT Pupuk Iskandar Muda Aceh to take samples and analyze them. The main directorate will use 27 samples from a total of 51 employees, the operations and production directorate will use 144 samples from a total of 276 employees, and the finance and general directorate will use 134 samples from a total of 257 employees of PT Pupuk Iskandar Muda Aceh.

3. Results

Descriptive Hypothesis

Table 2. One Sample Test

	Test Value = 3.41					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Selection	24,454	304	0,000	0,53515	0,3560	0,5123
Talent Management	16,410	304	0,000	0,13321	0,2329	0,4335
Placement	28,914	304	0,003	0,61372	0,4410	0,6424
Employee Performance	26,812	304	0,010	0,60203	0,4140	0,6110
Organization Performance	30,214	304	0,005	0,70072	0,5210	0,7344

Sumber: Output SPSS, 2023 (processed).

The One Sample Test test reveals that all significance values produced are <5%, which also means that in general all the variables have been realized well.

Direct Effect Hypothesis

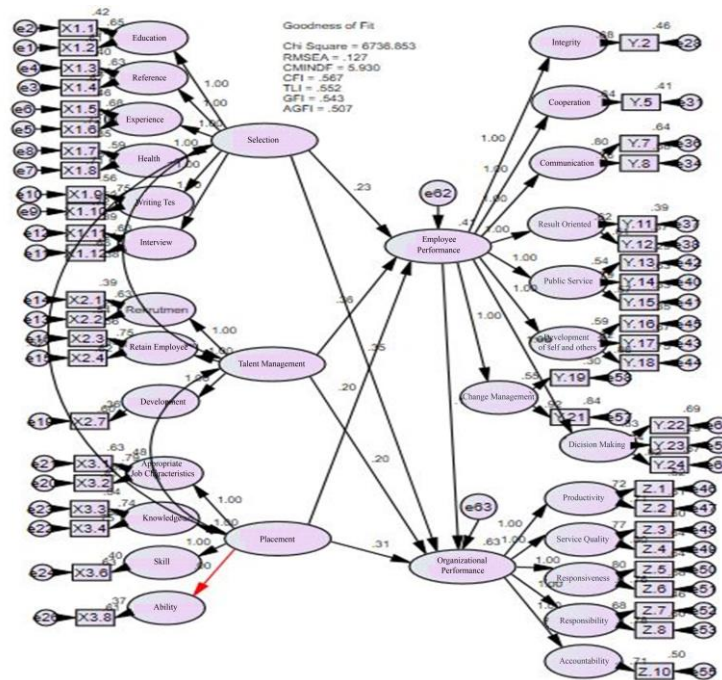


Figure 2. Structural Model

Based on the structural model diagram, the table below is produced to prove the test and then followed by the explanation.

Table 4 Regression

Influence Between Variables	Estimate		S.E.	C.R.	P
	Std.	Unstd			
Employee Selection on Employee Performance	.167	.221	.060	3.566	***
Talent Management on Employee Performance	.303	.451	.080	5.658	***
Employee Placement on Employee Performance	.194	.236	.067	3.226	.005
Employee Selection on Organization Performance	.403	.389	.057	6.855	***
Talent Management on Organization Performance	.293	.288	.072	3.864	***
Employee Placement on Organization Performance	.282	.254	.063	3.911	***
Employee Performance on Organization Performance	.119	.155	.032	2.746	.037

Source: Primary data is processed, (2023)

H2: Employee Selection Impact on Employee Performance

The estimated parameters for testing the effect of employee selection on employee performance show that CR is 3.566. This means that the higher the employee selection, the higher the level of employee performance felt by the employees of PT Pupuk Iskandar Muda Aceh. Selection is a process of various specific steps from the group of applicants who are most suitable and qualified for a particular position. Selection activities have a very strategic and important meaning for the company. If the selection process is carried out following HR management principles, the selection process will be able to produce selected employees who can make a positive contribution to the company. Employee performance is how well someone does a job. Furthermore, performance is also the result of a series of process activities carried out to achieve certain goals in an organization. The relationship formed between selection and employee performance can be found in various studies including, (Aziz, Maarif, & Sukmawati, 2017) and (Dewi & Darma, 2017).

H3: Talent Management Impact on Employee Performance

The research results show that talent management influences employee performance. This is indicated by CR 5.658. This means that the higher the talent management, the higher the level of employee performance PT Pupuk Iskandar Muda Aceh. Selection is a mechanism that determines the overall quality of human resources. Companies that want to compete using humans must carefully select their employees. Whatever resources the company has, without human resources who have professional competence and effective leaders, will not be able to be mobilized optimally.

Employee performance questions whether the goals or mission of an organization follow the reality of existing economic, political and cultural conditions or factors; its structure and policies support the desired performance; the leadership, capital, and infrastructure to achieve its mission; its policies, culture and incentive systems support the achievement of desired performance; and the organization creates and maintains selection and training policies, and its resources. The relationship formed between talent management and employee performance can be reviewed in research by (Mangusho, Murei, & Nelima, 2015), (Irtaimah, Al-Azzam, & Khaddam, 2016), and (Harahap, 2018).

H4: Employee Placement Impact on Employee Performance

Based on the test results, it was found that the CR amount was 3.226. These results prove that the placement of employees has a positive and significant effect on employee performance. Employee placement is to place employees as work implementers in positions that are following their abilities, skills, and expertise. Human resource placement should be seen as a matching process. The issue of where employees are placed and when replacements are made is part of the organization's strategic planning. Performance reflects how well employees meet the requirements of a job. Often misinterpreted as effort *which* reflects the energy expended, performance is measured in terms of results. In general, performance is defined as a person's success in carrying out a job. The influence of variables that occur between placements on employee performance is proven by (Muntu, Lengkong, & Kawet, 2017).

H5: Employee Selection Impact on Organizational Performance

The relationship between selection and organizational performance in this research is proven to have a positive and significant effect, where CR shows a value of 6.855. This means that the better the implementation of employee selection implemented by the company, the higher the level of performance that can be provided by employees. The selection process is a special stage used to decide which applicants will be accepted. The process begins when an applicant is hired and ends with an acceptance decision. The selection process is a decision for prospective applicants to be accepted or not. Performance achievement follows the capabilities possessed and the program/policy/vision and mission that have been previously determined. The ties created in the influence of selection on increasing/ decreasing company performance can be found in various research shown by (Khairullah, Amri, & Majid, 2016).

H6: Talent Management Impact on Organizational Performance

The relationship formed between the independent and dependent variables produces an estimated standard value of 29.3%; probability value of 0.000; and CR of 3.864. This means that the better the management arrangement of the company's talents, the better the performance that employees can provide to PT Pupuk Iskandar Muda Aceh.

A good company is a company whose predetermined vision, mission, and company values are carried out by a number of talented employees who work together and in synergy. Performance (*performance*) in an organization is defined as the level of achievement of performance results, which is the level of achievement of organizational goals on an ongoing basis. Training is related to the employee's skills and abilities to carry out the current job. (Zarvedi, Yusuf, & Ibrahim, 2016) and (Syamsudin & Ressa, 2020) through their research stated the relationship between talent management and organizational performance.

H7: Employee Placement Impact on Organizational Performance

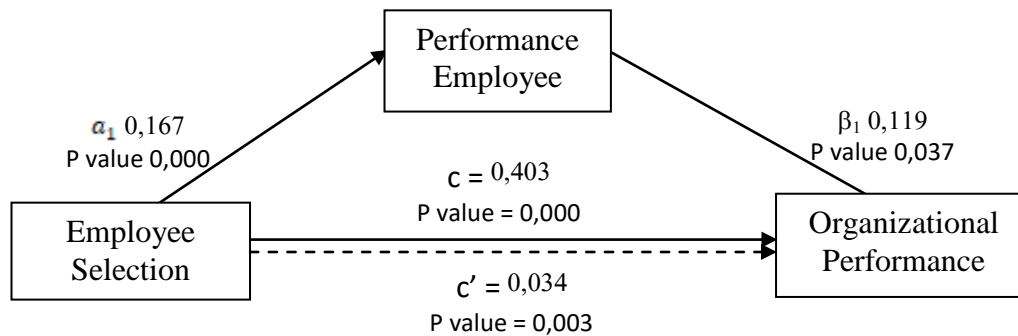
According to the test results, it was found that the estimated standard value was 0.282; where if the employee placement variable increases by 1% then the organizational performance variable will increase by 28.2% with a probability value of 0.000 (<0.05). The two values obtained meet the requirements for H5 acceptance, namely $CR\ 3.911 > 1.96$. This means that the better management is at placing employees according to their abilities, the performance of PT Pupuk Iskandar Muda Aceh will improve. The placement process is a process that is very decisive in getting competent employees that the company needs because the placement in the right position will be able to help the company achieve its goals. Organizational performance is a level that shows how far tasks can be carried out and how the organization's mission is achieved. Employee placement influences the realization of organizational performance, this is shown by several studies conducted by (Siahaan & Bahri, 2019).

H8: Employee Performance Impact on Organizational Performance

The estimated parameters for testing the influence of employee performance on company performance show an estimated standard value of 28.2%, where if the employee performance variable increases by 1% then the organizational performance variable will increase by 28.2% with a probability value of 0.000 (<0.05). The two values obtained meet the requirements for H5 acceptance, namely $CR\ 3.911 (>1.96)$. This means that the higher the employee's performance, the higher the performance that can be provided by PT Pupuk Iskandar Muda Aceh. These results are in line with (Marzuki et al., 2020) concluding that organizational learning, role conflict, and organizational culture influence employee performance and organizational performance. Employee performance

influences organizational performance. Employee performance partially mediates the influence of organizational learning, role conflict, and organizational culture on organizational performance

H9: Employee Selection Impact on Organizational Performance through Performance Employee



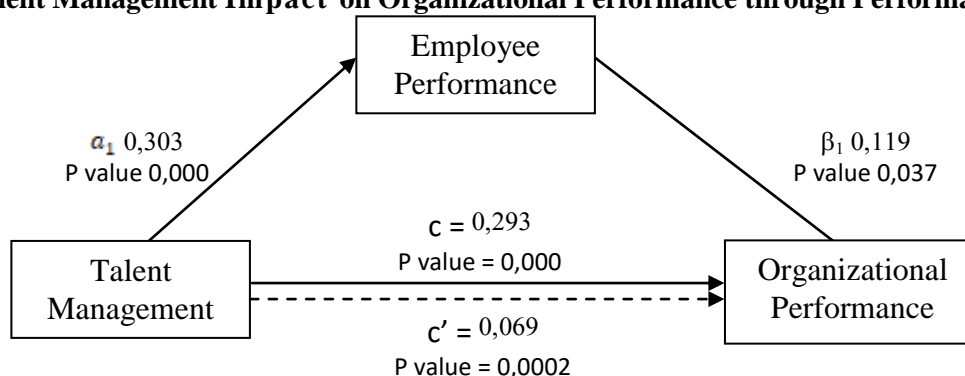
Picture 3. Testing the Mediating Effect of Employee Selection on Organizational Performance Through Employee Performance

Figure 3 above is a model formed from the results of the first and second regressions to form a path analysis model *with* employee performance variables as the mediator.

Input:		Test statistic:	Std. Error:	p-value:
a	0.221	Sobel test:	2.93192314	0.01168346
b	0.155	Aroian test:	2.89311767	0.01184017
s_a	0.060	Goodman test:	2.9723332	0.01152462
s_b	0.032			0.00295546
		Reset all	Calculate	

Based on the test above, it can be seen that testing the influence of the independent variable Employee Selection (SK) on the dependent variable Organizational Performance (KO) through the *intervening* variable Employee Performance (KK) produces *Sobel Test* values $2.93 > 1.96$ so it can be concluded that the mediation relationship formed is *partially mediating*.

H10: Talent Management Impact on Organizational Performance through Performance Employee



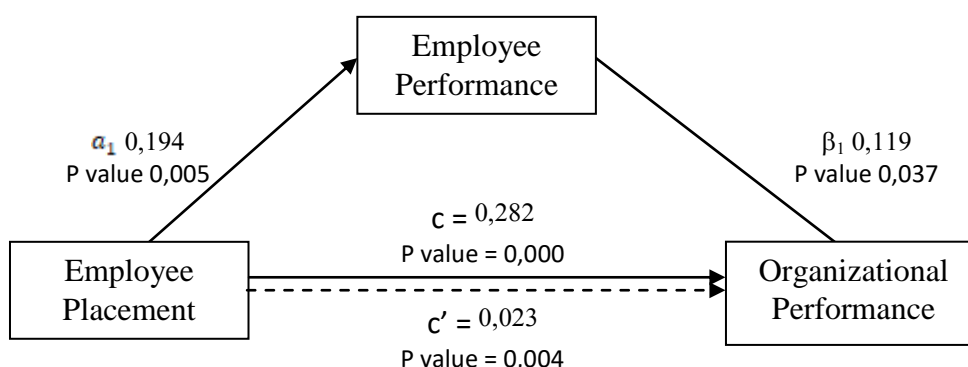
Picture 4. Testing the Mediating Effect of Talent Management on Organizational Performance Through Employee Performance

Figure 4 is a model formed from the results of the first and second regressions to form a path analysis model *with* employee performance variables as the mediator. The Sobel test results are displayed according to the *indirect effect* test at <http://quantpsy.org/sobel/sobel.htm> and the results are as follows:

Input:		Test statistic:	Std. Error:	p-value:
a	0.451	Sobel test:	3.67390894	0.01902742
b	0.155	Aroian test:	3.64110161	0.01919886
s _a	0.080	Goodman test:	3.70761937	0.01885442
s _b	0.032	Reset all	Calculate	

Testing the influence of the independent variable Talent Management on the dependent variable Organizational Performance through the *intervening* variable Employee Performance produces a *Sobel Test* value of $3.67 > 1.96$ so it can be concluded that the mediation relationship formed is *partially mediating*.

H11: Employee Performance Impact on Organizational Performance through Performance Employee



Gambar 5. Testing the Mediating Effect of Employee Placement on Organizational Performance Through Employee Performance

Figure 5 is a model formed from the results of the first and second regressions to form a path analysis model *with* employee performance variables as the mediator. The Sobel test results are displayed according to the *indirect effect* test at <http://quantpsy.org/sobel/sobel.htm> and the results are as follows:

Input:		Test statistic:	Std. Error:	p-value:
a	0.236	Sobel test:	2.84877722	0.0128406
b	0.155	Aroian test:	2.80987801	0.01301836
s _a	0.067	Goodman test:	2.88933803	0.01266034
s _b	0.032	Reset all	Calculate	

Testing the influence of the independent variable Employee Placement on the dependent variable Organizational Performance through the *intervening* variable Employee Performance produces a *Sobel Test* value of $2.84 > 1.96$ so it can be concluded that the mediation relationship formed is *partially mediating*.

4. Conclusion

Following the details of the testing and previous discussion, it concludes that the descriptive hypothesis proposed states that it has worked well for all research variables. Furthermore, the independent variables of selection, talent management, and placement influence employee performance and the performance of PT Pupuk Iskandar Muda Aceh. This shows that the better the selection, talent management, and placement, the better the performance of employees and the company will be. The mediation test shows that employee performance plays a role as a partial mediator between the independent and dependent variables. These findings prove that the model tested is correct. The existing hypothesis estimates are following what happened. These results contribute academically and could form the basis for further research. Several recommendations that can be expressed based on survey data for the research subject are as follows.

1. In response to the large number of prospective employees of PT Pupuk Iskandar Muda Aceh who have difficulty and fail to pass the interview test in employee selection, it is a good idea to reduce the level of complexity in the forms of questions during the interview test. This is quite reasonable because the portion of each test should focus on the divisions that will be filled by prospective employees, not on looking for the best from all the candidates who register.
2. A plan regarding *the output* expected by PT Pupuk Iskandar Muda Aceh for each employee from the time he becomes part of the company must be in place so that his productivity can have a positive impact on the organization. Several steps can be taken, such as adjusting employees' work according to their abilities and interests, holding *training* and *cross-training*, providing various supportive work facilities, providing incentives for satisfactory work results, providing rewards for productive employees, and carrying out periodic performance evaluations.
3. So that employees can work in appropriate placements, the following steps can be taken. Companies can identify employee needs to fill various divisions, then provide job descriptions to be filled, use assessments for qualified candidates, maintain intense communication with prospective employees who will carry out the assigned tasks, pay attention to the skills and abilities of employees, and collaborate with the work unit.
4. The ability to establish, develop, and maintain effective working relationships can be improved by several steps, such as by honing communication skills, always having the initiative to help, establishing friendships outside the office, making yourself a good listener, and being honest and open.
5. Helping the company in implementing the objectives of its vision, mission, benefits, and results obtained can always be realized as much as possible to help PT Pupuk Iskandar Muda Aceh implement various targets set by the company with high-quality work results.

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