



The Influence of Placement and Training on Performance with Competence in Companies Members of the Indonesian Logistics & Forwarders Association (ALFI)

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Abstract: Human resources in the logistics sector still have problems in terms of personal abilities, where most of the employees are elementary school graduates. To support employee performance, it is necessary to adjust work placements, training, and competence as mediators. As intervening factors, the study seeks to determine the impact of placement and training on employee performance and competence. The study was conducted at an ALFI member business that has been in the logistics sector for decades. The quantitative method was applied in the study. The sample-to-variable ratio was used to determine the number of samples, and data was analysed using SEM PLS. The results show that the placement variable has a positive effect on competence, the training variable has a positive effect on competence, the placement variable has a positive effect on employee performance, the training variable has a positive effect on employee performance, the placement variable has an influence on employee performance, the competence variable has an indirect effect on employee performance because competence becomes an intervening variable, and the placement variable has an influence on employee performance.

Keywords: Employee Performance, Competence, Placement, Training, Human Resources, SEM-PLS, ALFI.

INTRODUCTION

The mobility of the Indonesian economy is supported by transportation. This statement is in line with the analysis from research [1] which states that transportation is a supporting factor for logistics from one place to another. Moreover, currently developing technology is capable of accelerating logistics activities for business actors that are urgently needed. Therefore, logistics can help the economy, through buying and selling activities and fulfilling needs such as daily food, medicine and clothing for residents affected by the disaster, and many other benefits.

[1] said that in Jakarta logistics mobility is very high where demand for goods from Jakarta residents is a primary need and mobility. According to [2] logistics is an area of supply chain management which has the function of planning, implementing, and controlling the level of efficiency and effectiveness of the flow and supply of goods, services and data sources related to the starting point of delivery to the end which has the goal of meeting consumers needs.

This can prove that the community's need for logistics is very high. Logistics itself has a big role in goods transportation services from one place to another which will later become last mile delivery.

Employee performance has an important role in the life of the company because the direct impact of employee performance affects the ongoing continuity of the company [3]. The continuity of the company grows rapidly or slowly depending on the income of employees with their working duration, the longer the completion of work, the longer the development of the company and vice versa. These things have their roles and function which affect the company. Employee performance is determined by the quality factor of employees in the company. If the company organization has good quality human resources then the company will run smoothly, if not then it needs training for employees in order to follow dynamic companies vision and mission. Qualified and non-qualified employees both need trainings. Qualified employees participating in training held by the company can increase employee knowledge and employee skills. Employees who do not yet have quality but participating in a training program held by the company, at least they are able to catch up the gap with more skilled employees. Improving the quality of employees is needed by the company in order to pursue the vision and mission that has been made. Job training made by companies has a real impact on employee performance [4].

Competence creates a high work ethic to improve employee performance. [5] stated that competence is the skill of employees in carrying out work activities related to knowledge, skills, and supported by individual behavior. Competence is required in accordance with the nature or interests of individual workers so that employees at work show a high sense of passion.

The Indonesian Logistics and Forwarders Association (ALFI) is an organizational organization for logistics service providers in Indonesia established since 1988 and was ratified by Decree of the Minister of Transportation KM No.10/1988. ALFI with the vision "To make members the architects of freight transport for logistics and distribution with global competitiveness" has one of the missions to "Develop the capabilities of its members as the backbone of the smooth flow of goods mobility". For ALFI, capacity building means an effort to ensure that ALFI has members supported by competent human resources. This effort was realized by the establishment of the ALFI Institute as an institution under ALFI which focuses on improving human resources competencies by using a FIATA-accredited international vocational training curriculum.

The importance of human resources issues as previously explained is the background for the author to conduct research related to the effect of placement and training on performance with intervening competence in ALFI member companies.

THEORY STUDY

Research on placement, training, competence, and employee performance has been carried out by many previous researchers. In a theoretical study that will map research related to the research being carried out.

1. Work Placement

This work placement is a process that is carried out after an employee has been accepted by the company. However, this can not only be done for new employees, but also

for employees who have worked with the company, or existing employees. According to [6], this placement can be in the form of assignments, promotions, transfers, decreases, and even termination of employment. When placing an employee in a place or position, the personnel division must consider several things. As stated by [7], job placement must be based on the knowledge, skills, and abilities of the employees themselves.

2. Employee Training

According to [8], training is a process in which employees learn skills, knowledge, abilities, and attitudes for further organizational and personnel purposes. As part of developing an employee, it is common for companies to provide training for their employees. This is not only beneficiary for employees, but also for the company. According to [9], one of the important values of holding training for employees is increasing productivity in quantity and quality. In addition, there have been many previous studies doing research to see if there is an effect between training and employee performance. As a result, significantly, training can improve employee performance, almost 50% [10].

3. Employee Performance

Things that are easily achieved by individuals in an organization on a quantitative or qualitative basis, consistent with the tasks assigned and their main functions, are a form of employee performance. However, over time, there are several problems that arise in the organization where employee performance tends to decrease. With this phenomenon, organizational success can be hampered.

Therefore, organizations and companies need to monitor the performance of their employees, so that decisions can be made to improve the performance. To evaluate employee performance, there are several influencing factors, here are some of them according to [11] namely targets, quality, commitment, and completion time.

4. Employee Competency

The results showed that the placement variable had a positive effect on competence, the training variable had a positive effect on competence, the placement variable had a positive effect on employee performance, the training variable had a positive effect on employee performance, [12] stated that the placement variable had an effect on employee performance, the competency variable had an indirect effect directly on employee performance because competence is an intervening variable, and placement variables affect employee performance [13]. According to several previous studies, one of which is [14], employee competence has an effect on improving employee performance.

5. Hypothesis Development

Figure 1 serves as a study framework and is based on a literature review that has been conducted.

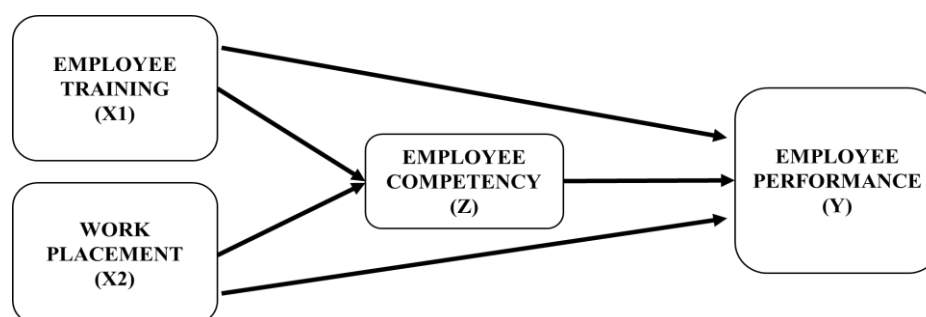


Figure 1. Hypothesis Framework

The hypothesis that will be examined in this study can be identified based on the framework of the hypothesis above, namely.

- H1: Effect of employee competence on employee performance.
- H2: Effect of Training on Employee Performance.
- H3: Effect of Training on Employee Competence.
- H4: Effect of Work Placement on Employee Performance.
- H5: The Effect of Placement on Employee Competence.
- H6: Effect of work placement on employee performance by mediating employee competency.
- H7: The Effect of Training on Employee Performance by Mediating Employee Competence.

METHODS

Two independent factors, one mediating or intervening variable, and one dependent or endogenous variable make up the current study. While Training (X1) and Placement (X2) are independent or exogenous factors, Competence (Z) is an intervening or mediating variable, and Employee Performance is the dependent or endogenous variable (Y). In this investigation, the partial least squares structural equation modelling approach, or SEM-PLS, was used. Sugiyono (2017) refers to research that has attempted to understand the causal relationship of a variable with other variables, namely causality. To test the effect of the variables Training (X1), Placement (X2), and Employee Performance (Y), with Competence (Z) as an intervening factor which will later be shown quantitatively, this study uses quantitative techniques as data. In the next section, we will show how each variable influences each other from X1 to Z, X2 to Z, X1 to Y, X2 to Y, X1 to Y via Z, X2 to Y via Z, and Z to Y.

RESULTS OF DATA ANALYSIS

Verification of the hypothesis that has been formulated can be done by reviewing the level of significance between the latent variables and the path parameters. A hypothesis is proposed to determine the relationship between each hypothesized construct. Decision making has a basis from the direction of the relationship between variables or constructs presented in Table 1 and the meaning of the test model which is the output of the results of internal weights using PLS 3.0 software. The output of PLS 3.0 finds the bootstrap values for sample 80, giving the estimated values and probabilities (p-values) in Figure 2.

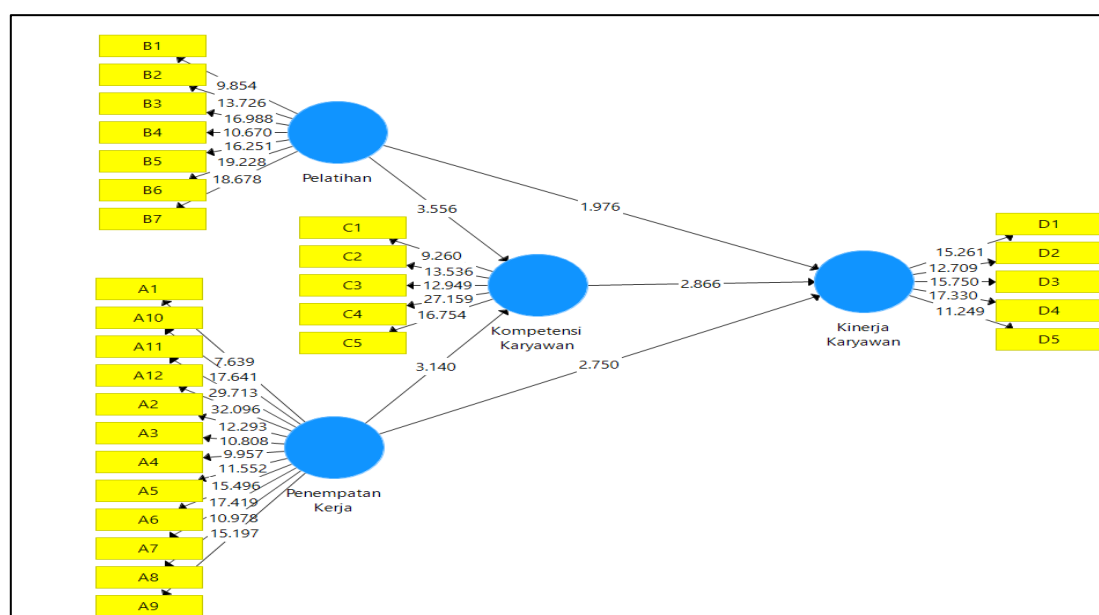


Figure 2. Final Model Smart PLS Structural Test Results

Table 1. Results of Testing Relationships between Constructs (Hypothesis Testing)

		Original Sample (O)	T Statistics (O/STDEV)	P Values	Description
Employee Competency →	Employee Performance	0.308	2.866	0.004	Significant
Training →	Employee Performance	0.305	1.976	0.049	Significant
Training →	Employee Competency	0.394	3.556	0.000	Significant
Job Placement →	Employee Performance	0.323	2.750	0.006	Significant
Job Placement →	Employee Competency	0.376	3.140	0.002	Significant

Source: Primary data processed in 2022

The direct effect of the variable employee skills related to employee performance gives a path coefficient of 0.308 with a t-count value of 2.866 and a probability of 0.004 <0.05, thus supporting the research hypothesis which means that the level of employee skills has a real impact on employee performance.

The direct effect of educational variables related to employee performance is obtained by a path coefficient of 0.305 with a t-count value of 1.976 and a probability of 0.049 <0.05, so it supports the research hypothesis which means that training has a significant impact on employee performance

The direct effect of the education variable on the qualifications of employee work results with a path coefficient of 0.394 with a t-number of 3.556 and a probability of 0.000 <0.05 supports the research hypothesis which means training has a significant impact on employee skills

The direct effect of apprenticeship on employee performance has a path coefficient of 0.323 with a t-number of 2.750 and a probability of 0.006 <0.05, supporting the research hypothesis which means apprenticeship has a significant impact on employee performance.

The direct effect of the apprentice variable on the qualifications of employee work with a path coefficient of 0.376 with a t-number of 3.140 and a probability of 0.002 <0.05 supports the research hypothesis, which means that apprenticeship has a significant impact on employee competence

To verify the relationship involving mediation (indirect effect), the Sobel test was used. The results of the indirect impact verification between variables or constructs can be shown in Table 2.

Table 2. Indirect Influence

Variable relationship patterns	Indirect Effect			
	Coefficient	T count	P Values	Description
Training → Employee Competency → Employee Performance	0.121	2.033	0.043	Significant
Placement → Employee Competence → Employee	0.116	2.144	0.033	Significant

Source: Primary data processed in 2022

The indirect impact of education variables is related to employee performance variables using mediation by employee qualifications, the path coefficient is 0.121 with a t value of 2.033 and a

probability of 0.043 < 0.05, supporting the research hypothesis if employee competency is actually an intermediary related to training on employee performance.

The indirect impact of the internship variable on the intermediary employee performance variable by employee qualifications, the path coefficient results are 0.116 with a t-number of 2.144 and a probability of 0.033 < 0.05, thus supporting the research hypothesis, meaning that employee competence significantly mediates the effect of apprenticeship on employee efficiency.

Compared to the direct effect, the indirect effect has a lower coefficient. A statement that can be proven that there is a large relationship to variable X, namely the Education and Placement variables, has a greater effect on variable Z, namely employee qualifications, compared to variable Y, namely employee efficiency. Table 4.6 states that the effect of variables X and Y is smaller than the effect of variables X and Z, meaning that the influence of variable X is more dominant on variable Z than variable Y.

CONCLUSIONS

Based on the results of the discussion of data analysis of 80 respondents as part of a review of the hypotheses proposed in this study, the writer can conclude that:

- 1) Employee Performance Impact of ALFI member companies. These results indicate that the higher the competence of employees, the more effective, effective and efficient employee performance.
- 2) Advanced training has a direct and significant effect on the performance of employees of ALFI member companies. Therefore, the performance of these employees will be improved through appropriate advanced training.
- 3) The training variable has a positive direct effect on employee performance in ALFI member companies. When training is carried out, employee competence is enhanced with the knowledge they already have.
- 4) Placement has a positive and significant direct effect on employee performance in ALFI member companies. When employees are in the right positions and locations, they work better.
- 5) Placement has a direct and significant positive effect on performance. It can be said that the skills previously possessed have increased over time because employees are placed in appropriate positions in ALFI member companies.
- 6) Recruitment indirectly affects employee performance through competence. It can be concluded that the staffing is satisfactory. and can really improve the performance of employees in ALFI member companies, as well as increase the capabilities of these employees.
- 7) Employee training has an impact on employee competence has an indirect impact on the performance of employees of ALFI member companies, so proper training will improve employee performance and increase employee competence.

It is clear from the foregoing fact that the research objective of demonstrating the impact of placement and training interventions on performance has been achieved, leading to the above mentioned conclusion. However, the survey still has limitations, especially the number of respondents which is still limited to ALFI member companies based in Jakarta.

Advice that can be given to ALFI member companies, based on the conclusions that have been written before, a proposal can be made that is expected to be beneficial for ALFI member companies in terms of training, staffing, competence and employee performance. Here are some suggestions for companies and aspiring researchers. Develop a curriculum that meets the needs of employees and implement employee education. This is more precise because training can be adapted to location. Instructors who provide training should also be assessed for their expertise. This is because it can affect the results achieved by employees later. Also pay

attention to the environment and location where the training takes place, which must be comfortable and safe for all participants. HR must pay attention to placement. This must really be adjusted to where the employee comes from. This is because it can affect the company's performance, which can help or hurt the company. Future researchers can improve the limitations of this research by expanding the research location or comparing it with ALFI member companies in other cities. This is expected to produce a more accurate representation of the population.

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