The Effect Of Work Experience And Employee Placement at Bank Sulselbar Branch Majene
(Study on Employees of Bank Sulselbar Majene Branch)

Wahdaniah[1], Nurul Listiawati[2], Nur Qamariah S[3], Awal Nopriyanto Bahasoan[4], Rizal[5]

[1,2,3,4,5] Fakultas Ekonomi, Universitas Sulawesi Barat

E-mail: wahdaniahmm@unsulbar.ac.id[1], Nurullistiawati@unsulbar.ac.id[2], nurqamariah@unsulbar.ac.id[3] , awalnopriyanto@unsulbar.ac.id[4], rizalrisman95@gmail.com[5]

Abstract: This study aims to determine whether work experience and employee placement affect employee performance at PT. Bank Sulselbar Majene Branch. By using the SPSS version 25.0 method, there were 33 respondents who were used as samples in this study, namely employees of PT. Bank Sulselbar Majene Branch. The data collection technique uses a questionnaire and is distributed directly to the research sample. Analysis t test is used to test in this study. The results of this study indicate that (1) the work experience variable has a significant effect on employee performance (2) Employee Placement variable No has a significant effect on employee performance The results of this study indicate that work experience and employee placement have a simultaneous effect on employee performance at PT. Bank Sulselbar Majene Branch with a $_{calculated}F$ value of 69,006 is greater than the $F_{table\ value}$ of 3.32 with a significance of 0,000.

INTRODUCTION

Human resources are the most important factor for the development of the company and affect the company's performance. Companies can compete by making improvements and changes in various ways, especially in the field of human resources (HR). One form of change is by increasing employee performance. According to Sutrisno, et al. (2023) Performance is a person's success in carrying out tasks, work results that can be achieved by a person or an organization with their respective authorities and responsibilities. Employee performance has an important role in determining the success or failure of a company in achieving its goals. Good or bad employee performance will affect the course of the business, when employee performance decreases, the wheels of the company also cannot run in balance. The level of employee performance is not balanced because it can be influenced by several factors, including work experience and employee placement.

One of the factors that influence employee performance is work experience. Intense competition in getting a job position affects one's profession not in accordance with the competence or field one has. As a result, many employees have difficulty, lack control, and do not enjoy their work so that their performance becomes ineffective (Mufidah Zahrotul, 2017).

The experience carried out is to adjust the level of experience the employee has in accordance with the qualifications of the position occupied and adjust the experience possessed by the employee in accordance with the field of work faced by the employee.

In addition to the work experience factor, a factor that can affect employee performance is the placement of employees. Implementation of an employee placement system in an organization is an activity that must be carried out properly, because with the right placement of employees, the employee concerned will know the scope of work and be able to carry out the tasks assigned to him, so that the workload assigned to him can be accounted for. The placement of employees is done to get a workforce that is in accordance with what is expected both in quality, quantity and ideally.

The object of this research is located in one of the banking institutions, namely PT. Bank Sulselbar Majene Branch Office. PT. Bank Sulselbar Majene Branch Office is one of the Regional Development Banks (BPD) which takes part in driving the regional economy, this is because in its activities the Regional Development Bank becomes the regional treasury holder whose function is to finance regional projects or implement business results. The function of the BPD is regulated in Law no. 13 of 1962 concerning Basic Provisions for Regional Development Banks. The challenge going forward is how BPD can improve the quality of human resources so that their performance will increase, especially at PT. Bank SULSELBAR Majene Branch Office. Like a business organization, this company certainly has a work culture that is used as a common guideline for all Bank SULSELBAR employees in their work. Based on the description described above and based on observations and experience, the authors feel interested in conducting research entitled "The Influence of Work Experience and Employee Placement on Employee Performance at Bank Sulselbar, Majene Regency.

LITERATURE REVIEW
Employee performance
According to Simamorang in Siswatiningsih, et al. (2016), Performance is the level at which employees achieve job requirements.
Rivai in Yunita, Yulianthini & Bagia (2016) states "Performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the company". Meanwhile, according to Sinambela (2019) "Performance is the implementation of a job and perfecting the work according to their responsibilities so that they can achieve results as expected"

Based on the description above, it can be concluded that performance is a description of the level of achievement of an activity program in realizing the vision and mission goals of the organization and the results obtained are in accordance with their responsibilities. The description of performance involves three important components, namely:
1. Objectives. These objectives will provide direction and influence how the work behavior expected by the organization should be for each personnel.
2. Size. Size is needed to find out whether a personnel has achieved the expected performance, for that quantitative and qualitative performance standards for each task and personal position play an important role.
3. Assessment. Regular performance appraisal associated with the process of achieving the performance objectives of each personnel. This action will make personnel to always be goal-oriented and work behavior in accordance with and in the direction of the goals to be achieved.

It can be concluded that employee performance is basically the result or level of success of a person as a whole in a certain period in carrying out tasks. Increasing individual performance is likely to increase corporate performance because the two of them have a close relationship

Work experience

One's employee work experience will certainly greatly affect performance in a company. By being equipped with a lot of experience, the possibility of realizing good performance or performance is quite convincing and vice versa if someone is not experienced enough in carrying out their duties, a person will most likely experience failure. Work experience is a measure of the length of time or working period that has been taken by someone to understand the tasks of a job and have carried out them well.

According to Trijoko in Garnida, D (2017), states that "experience raises one's potential. Full potential will emerge gradually over time in response to various experiences." So actually what is important to note in this relationship is a person's ability to learn from his experiences, both sweet and bitter experiences. So in essence experience is an understanding of something that is internalized and by experiencing and experiencing something, experience, skills or values are obtained which are integrated into one's potential.

According to Wibowo in Basyit, Abdul. et.al (2020), that experience is a factor that influences a person's performance in carrying out tasks in order to achieve organizational goals. From this description it can be concluded that work experience is the level of mastery of knowledge and skills of a person in his work which can be measured from the period of service and from the level of knowledge and skills he has.

From the theories above, the writer can conclude that work experience is knowledge or skills that have been mastered from previous work that has been carried out for a certain time.

Employee Placement

According to Trisnawati in Anggraini & Tukiman (2022) Placement is a policy taken by an agency head or personnel department to determine whether an employee is still or not placed in a certain position or position based on consideration of certain skills, skills or qualifications. Job placement is an interesting thing to pay attention to, because later it will relate to various organizational interests and the interests of the employees themselves. Work placement is a process/reassignment of employee positions to new assignments/positions. Assignments for newly recruited employees, but can also be through promotions, transfers, demotions or even termination of employment.

Placement of employees is a follow-up to selection, namely placing prospective employees in the job positions they need and at the same time delegating authority to that person" (Hasibuan in Yunita, Komang Elsy, et al 2016).

Meanwhile, according to Bangun in Husain, B, A (2021) placement is related to adjusting a person's abilities and talents to the work he will do.

Based on the understanding according to the experts above, it can be concluded that employee placement is an advanced stage of selection by placing employees according to the needs of certain units according to their competencies so that it has an impact on employee morale and can improve employee performance An important manager's task is to place people according to right job. So it is very clear that job placement determines the success of a company. Employee placement with employee performance has a close relationship. The process of placing employees who are not right will lead to sub-optimal performance (Naliebrata in Yunita, Komang Elsy, et al, 2016)

METHOD

Types of research

The research approach used in this study is a quantitative approach. The quantitative approach is an approach that emphasizes testing theories or hypotheses through measuring research variables in numbers (quantitative) and conducting data analysis with static procedures and systematic modeling. By using the quantitative method, it is hoped that more accurate measurement results will be obtained about the responses given by respondents, so that the data in the form of numbers can be processed using statistical methods

Location and Time of Research

The location of this research was conducted at PT. Bank Sulselbar Majene branch office which is located at Jl. Gen. Gatot Subroto No. 59, Kel. Pangali-Ali. Research implementation starts from October 2022 to April 2023

Research Sample

The sample is part of the number and characteristics possessed by the population. Taking samples from the population has rules or techniques. Using the right technique, the sample is expected to represent the population, so that the conclusions for the sample can be generalized into conclusions for the population. The sampling technique used in this study is a non-probability sampling technique with the Accidental Sampling method, which is a technique of determining the sample based on coincidence, anyone who happens to meet the researcher is used as a sample who happens to be found suitable as a data source.

Data Analysis Techniques

Validity Test

Validity test is used to measure the validity or validity of a questionnaire. A questionnaire can be said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire (Sugiyono, 2017). To measure the level of validity of the questionnaire, researchers conducted a correlation between the score of the questions and the total score of the construct using the help of a computer application, namely SPSS. The criterion is valid or not, if the correlation between the scores of each question item and the total score has a significant level below 0.05 then the question items can be said to be valid and if the correlation score of each question item with the total score has a significant level above 0.05 then the question items were declared invalid (Ghozali, 2013).

Reliability Test

Testing with the aim of testing the level of stability or consistency of a measuring instrument. The questionnaire is said to be reliable if the questionnaire gives consistent results if it is used repeatedly with the assumption that the conditions at the time of measurement do not change/same object (Sugiyono, 2017). Reliability testing in this study used Cronbach Alpha. According to Indriantoro and Bambang (2002), a measuring instrument is said to be reliable if it has a Cronbach Alpha greater than 0.6. Testing was carried out with the help of SPSS software version 25.

Data Normality Test

The normality test aims to measure whether in the regression model the independent variables and the dependent variable both have a normal distribution or are close to normal (Ghozali, 2013). The normal distribution will form a straight diagonal line and plotting the data will be compared with the diagonal line. If the data distribution is normal, then the line that describes the actual data will follow the diagonal line. (Ghozali, 2013). This test was carried out using SPSS 25 software.

Multicollinearity Test

This test aims to determine whether the regression model found a correlation between independent variables. A good regression model should not have a correlation between the independent variables (Ghozali, 2013). The multicollinearity test is carried out by looking at the magnitude of the variance of the revelations factor (VIF) and tolerance. If the VIF value is > 10 and the tolerance value is <0.1, this means that there is a correlation between the independent variables and vice versa if the VIF value is <10 and the tolerance value is > 0.1, this means that there is no correlation between the variables. This test was carried out using SPSS 25 software.

Multiple Linear Regression Analysis

Multiple linear regression is used to determine the effect of several independent variables on one dependent variable (Ghozali, 2013). In this study the analytical tool used was multiple linear regression analysis to test the effect of job training (X1) and motivation (X2) on employee performance (Y) with the following research model:

$$Y = a + bX1 + bX2 + e \dots\dots\dots\dots\dots\dots\dots\dots\dots(1)$$

Information :

Y   = employee performance
a   = constant regression coefficient
b1   = First independent regression coefficient
b2   = Second independent regression coefficient
X1   = Work Experience
X2   = Employee Placement
e   = Standard Error

Determination Coefficient Test

The coefficient of determination (R^2) essentially measures how far the model's ability to explain the variation in the dependent variable. In the SPSS output, the coefficient of determination is located in the model summary table and is written R square. However, for multiple linear regression, on the other hand, it uses adjusted R square or written adjusted R square, because it is adjusted for the number of independent variables used in the study. In reality, the value of the adjusted R square can be negative, even though the desired value is positive. If in the empirical test the adjusted R square (R^2) value is negative, then the adjusted R square (R^2) value is considered zero, (Ghozali, 2011).

RESULT AND DISCUSSION

Result
Characteristics of Respondents by Age

Regarding the data that has been processed, the results of the distribution of respondents based on age in this study can be seen in table 1 as follows.

Table 1. Grouping of Respondents by Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Usia					
Valid	18-25 Tahun	6	18.2	18.2	18.2
	26-30 Tahun	11	33.3	33.3	51.5
	31-40 Tahun	12	36.4	36.4	87.9
	41 Ke Atas	4	12.1	12.1	100.0
	Total	33	100.0	100.0	

Sumber: hasil pengolahan data melalui SPSS versi 25:2023

Based on the data in the table above, it shows that there were 6 respondents with a percentage of 18.2% at the age of 18-25 years, 11 respondents with a percentage of 33.3% at the age of 26-30 years, 12 respondents with a percentage of 36.4% at the age of 31 -40 years, 4 respondents with a percentage of 12.1% at the age of 41 years and over. From the above data it can be concluded that the characteristics of respondents based on the age of the customers who use the services of PT. Bank Sulselbar Majene Branch is dominated by customers aged 31-40 years, totaling 12 respondents or as much as 36.4%.

Characteristics of Respondents Based on Education Level
Regarding the data that has been processed it states that the results of the distribution of respondents based on the level of education in this study can be seen in table 2

Table 2. Grouping of Respondents by Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Pendidikan Terakhir					
Valid	SLTA	8	24.2	24.2	24.2
	S1	25	75.8	75.8	100.0
	Total	33	100.0	100.0	

Sumber: hasil pengolahan data melalui SPSS versi 25:2023

In the table above, it can be concluded that the highest number of respondents is S1 with 25 respondents with a percentage of 75.8%, then senior high school with a total of 8 respondents with a percentage of 24.2%. So it can be concluded that the most dominant use the services of PT. Bank Sulselbar Majene branch, namely Bachelor's Degree

Validity Test
Based on *the SPSS output,* the calculation results for the Job Training variable show good results. This is because the minimum requirements that must be met for the questionnaire to be valid, namely (r count) > (r table) of 0.355 can be fulfilled, so it can be concluded that the questionnaire for the Job Training variable is said to be valid.

Reliability Test
Based on table 4.10 above, Cronbach's Alpha Organizational Culture of 0.844 > 0.60 r critical is declared reliable or consistent, then Cronbach's Alpha Work Environment is 0.778 > 0.60 r critical is declared reliable or consistent, and Cronbach's Alpha Employee Performance is 0.892 > 0.60 is declared reliable or consistent.

Normality Test

The normality assumption test is carried out using the *P-Plot image* . A good regression model is the data distribution is normal or close to normal. To detect normality is done by looking at the normal normal *probability plot* which compares the cumulative distribution of the normal distribution.

The criterion for accepting normality is to look at the points that are close to the line and follow the diagonal line. Calculation results for all variables are presented in the following figure:
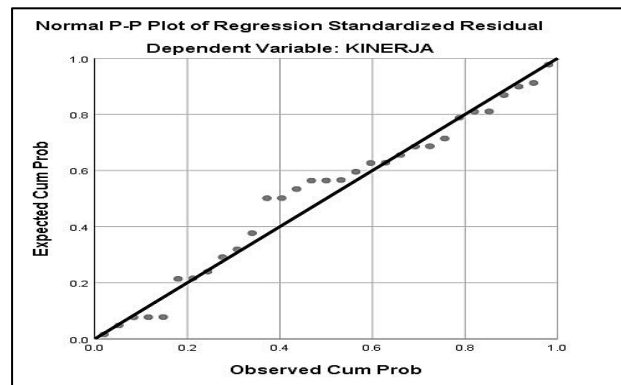

Figure 1. *P-Plot* of Normality Test

Based on Figure 1, *the P-Plot* Normality Test shows that the points in the figure approach and follow the existing diagonal line. These results indicate that the three research variables, namely job training, employee motivation and performance are normally distributed.

Multicollinearity Test

The value commonly used to indicate the presence of multicollinearity is a *tolerance value* of not less than 0.10, which means that there is no correlation between the independent variables whose value is greater than 95% or equal to the VIF value < 10. The multicollinearity test results for the independent variables are as follows:

Table 3. Multicollinearity Test

Variable	*tolerance*	Vif	Information
Work training	0.808	1,237	Non Multicol
Motivation	0.808	1,237	Non Multicol

(Source: Primary data output SPSS 25, 2022)

Based on table 3 above, it is known that *the Variance Influence Factor* (VIF) value is 1.237 <10.0. These results indicate that there is no independent variable multicollinearity.

Heteroscedasticity Test

Heteroscedasticity test tests the difference in residual variance from one observation period to another. Tests in this study used Graph Plots between the predicted value of the dependent variable, namely ZPRED and the residual SRESID. Heteroscedasticity does not occur if there is no clear pattern, and the points spread above and below the number 0 on the Y axis (Rahmawati et.al, 2015). The results of the heteroscedasticity test in this study are as follows
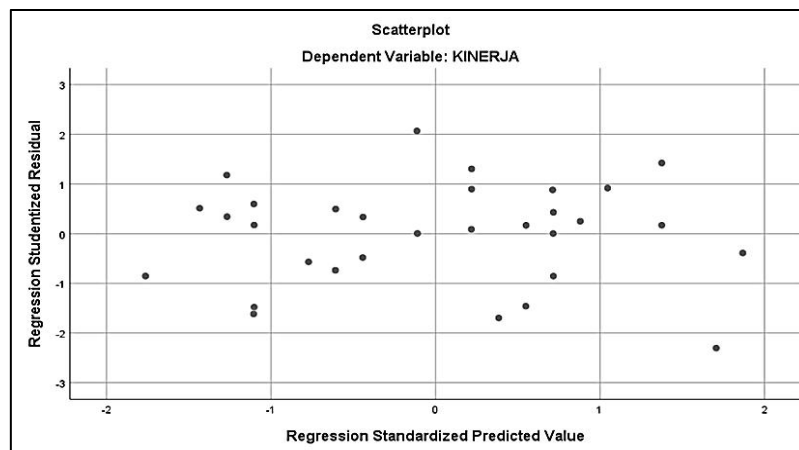
Figure 2. Heteroscedasticity Test

Based on Figure 2, the Heteroscedasticity test shows that the dots spread above and below the number 0. These results indicate that there is no symptom of heteroscedasticity in this regression equation.

Multiple Regression Analysis

Table 4. Regression Testing Results

	Coefficients					
	Unstandardized Coefficients		Standardized Coefficients			
Model	B	Std. Error	Beta	t	Sig.	Tolerance
1 (Constant)	.222	.322		.689	.496	
Pengalaman Kerja	.813	.125	.795	6.522	.000	.401
Penempatan Karyawan	.134	.118	.138	1.134	.266	.401

Sumber: hasil pengolahan data melalui SPSS versi 25:2023

From table 4 above, the calculation of Organizational Culture and Work Environment on Employee Performance is arranged in the following model.

$Y = a + b_1 X_1 + b_2 X_2 + e$

$Y = a + 0.795 X1 + 0.138 X2 + e$

Description:

Y   = Performance
a   = Constant
X_1 = Work Experience
X_2 = Employee Placement
b_1, b_2 = Coefficient of regression direction (coefficient of *X1* , *X2*)
e   = Standard *Error*
The results above can be interpreted as follows:

1. Work Experience variable regression coefficient value positive and significant value, it can be concluded that there is a relationship between work experience and Employee Performance. Higher Work Experience the better the level of employee performance.
2. The regression coefficient of the Employee Placement variable is positive and not significant, which means there is no relationship between Employee Placement and Employee Performance.

Coefficient of Determination (R *Square*)

The coefficient of determination is the size of a dependent variable that can be explained by independent variables. It can also be said that a coefficient of determination measures the extent to which the independent variable describes the dependent variable. The coefficient of determination is calculated from the *R Square* value as follows.

Table 5. Test Results for the Coefficient of Determination

		Model Summary		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.906ᵃ	.821	.810	.26410

Sumber: hasil pengolahan data melalui SPSS versi 25:2023

Based on table 5 shows that there is an R *Square value* of 0.821 on the coefficient of determination. This shows that the ability of the independent variable in explaining the dependent variable is 82.1%, the remaining 17.9% is influenced by other factors not examined.

DISCUSSION

Work experience is knowledge or skills that are known and controlled by someone as a result of actions or work that has been carried out for a certain time, taking into account the work experience of employees, the company can determine a position or position that is in accordance with the expertise possessed. Success in procuring manpower lies in the accuracy in placing new employees and old employees in new positions. The results above are supported by research conducted by Beverly MO Pua (2017) "The results show that there is a positive effect of work experience on employee performance." Work experience has a positive influence on employee performance. This positive influence indicates a unidirectional influence between work experience and employee performance, or in other words, with good work experience, employee performance productivity will be high, while this significant influence indicates that work experience has a significant (significant) effect on employee performance.

CONCLUSION

Based on the results of research that has been conducted regarding the effect of work experience and employee placement on employee performance, it can be concluded that. From the results of research that has been tested on the hypothesis shows that work experience (X2) on employee performance (Y) partially has a significant effect. This means that work experience has an effect on employee performance at PT. Bank Sulselbar Majene Regency. The research results that have been tested on the hypothesis show that Work Placement (X1) on Employee Performance (Y) partially has no significant effect The research results that have been tested on

the hypothesis show that Work Experience (X1) and Work Placement (X2) on Employee Performance (Y) simultaneously have a significant effect

REFERENCES

Anggraini, S. Z., & Tukiman, T. (2022). Strategi Dinas Tenaga Kerja dalam Meningkatkan Penempatan Tenaga Kerja dan Perluasan Kesempatan Kerja di Kabupaten Sidoarjo. *Jurnal Ilmiah Universitas Batanghari Jambi*, *22*(3)

Bahasoan, A. N., Hasanuddin, R., Said, S., & Silvia, S. (2023). The Influence of organizational culture and Work Environment on Employee Performance in Campalagian District Office. ProBisnis: Jurnal Manajemen, 14(2), 276-284.

Basyit, A., Sutikno, B., & Dwiharto, J. (2020). Pengaruh tingkat pendidikan dan pengalaman kerja terhadap kinerja karyawan. *Jurnal Ema*, *5(1), Hal 12-20*

Ghozali, Imam. 2013. Aplikasi Analisis Multivariate dengan Program IBM SPSS 21 Update PLS Regresi. Semarang: Badan Penerbit Universitas Diponegoro

Garnida, D. (2017). Pengaruh Pendidikan, Pengalaman Kerja dan Prestasi Kerja terhadap Pengembangan Karir Pegawai di Dinas Pekerjaan Umum Kabupaten Kutai Timur. *EJournal Pemerintahan Integratif*, *5(4), Hal 626-635.*

Mufidah, Zahrotul. (2017). "Pengaruh Latar Belakang Pendidikan, Beban Kerja dan Lingkungan Kerja Non Fisik Terhadap Kinerja Karyawan PT. Bank BNI Syariah Cabang Kediri." *dalam Jurnal Simki-Economic 1.(5), Hal 1-16*

Siswati Ningsih, et al (2016). Pengaruh Kepemimpinan Transformasional Dan Transaksional Terhadap Budaya Organisasi, Motivasi Kerja, Komitmen Organisasional Dan Kinerja Karyawan (Studi Pada Pegawai Rumah Sakit Muhammadiyah Ahmad Dahlan, Kediri). *Jurnal Bisnis dan Manajemen*, *3*(2).

Sugiyono. (2017). Metode peneltian kuantitatif, kualitatif. Dan R&D. Bandung : Alfabeta CV

Sutrisno, et al. (2023). Dampak Pemberian Motivasi dan Insentif Terhadap Kinerja Pegawai pada Perusahaan Rintisan: Literature Review. *Management Studies and Entrepreneurship Journal (MSEJ)*, *4*(3), 1875-1876.

Yunita, K. E., Yulianthini, N. N., SE, M., & Bagia, I. W. (2016). Pengaruh Pengalaman Kerja dan Penempatan Karyawan Terhadap Kinerja Karyawan. *Jurnal Manajemen Indonesia*, *4*(1).