

Research Article

The Influence of Individual Characteristics, Training, Employee Performance, and Job Placement on PT. Bank BNI Medan

Binal Samosir*, Ritha. F. Dalimunthe, Yeni Absah

Faculty of Economics and Business, Universitas Sumatera Utara

ORCID

Binal Samosir: <https://orcid.org/0009-0001-0652-461X>

Abstract.

This study uses work placement at PT. Bank Negara Indonesia Medan as an intervening variable to identify and assess the direct and indirect effects of individual characteristics and training on employee performance. Associative research is the study of associations. Primary data are the kind used. The general population of this study included 150 permanent workers at PT. Bank Negara Indonesia Medan.. Data analysis was done by employing the Path analysis, using the SPSS software. The results of this research indicated that individual traits have a direct, positive, and significant impact on whether an applicant is hired, training has a direct, positive, and significant impact on whether an applicant is hired, and traits have a direct, positive, and significant impact on whether an applicant is hired.

Keywords: individual characteristics, training, job placement, employee performance

Corresponding Author: Binal Samosir; email: binalsamosir46@gmail.com

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1. Introduction

Indonesia's banking environment has changed significantly. Technology advancements and other external variables are impacted by globalization in the banking industry. Because HR is the only resource with reason, feeling, desire, skills, knowledge, encouragement, strength, and labor, it is one of the most crucial resources in a company for supporting its operations, continuity, and success. 2016 (Sutrisno). In order to accomplish organizational objectives, every business must accurately and precisely implement human resource management. Employee performance is one of the most significant factor that influence the success of a business. Performance can be characterized by the work results that a single person or collection of people in an organization can produce within their different authority and responsibilities, in the context of the organization.

Based on the data in Table 1.1, it can be seen that the percentage value of employee performance assessment results for 2018-2019 could be more satisfactory. There are

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TABLE 1: Results of the Performance Assessment of Employees.

No	Penilaian	2018		2019		2020		2021	
		orang	%	Orang	%	orang	%	orang	%
1	Sangat baik	124	49	124	49	98	39	101	41
2	Baik	61	24	54	22	82	32	73	30
3	Cukup baik	30	12	25	10	43	17	52	21
4	Kurang	39	15	48	19	30	12	19	8
Total		254	100	251	100	253	100	245	100

Source: Pre Survey of employee, 2022.

still employees who received ratings in the adequate and inadequate categories which occurred in 2020. This is because the criteria are based on employee accuracy, speed of tasks, and ability to communicate with customers and work together between teams. Therefore, employee performance is still not optimal. This is influenced by several factors, one of which is a lack of training. Therefore, employees also need training because employee training in an organization can boost organizational performance.

A career is characterized by Rivai and Sagala (2016: 266) as any work that an individual owns or finishes all through the span of their lifetime. According to the numerous definitions given above, a career is a series of jobs which a person performed over their professional history. Every employee needs career growth during his or her working career. A straightforward career path is necessary for a competent and forward-thinking business, as seen from the perspective of human resources management. Organizations and people alike require clear career development since it influences employee performance as well.

2. Literatarture Review

2.1. Employee Performance

In the opinion of Arifin et al. (2019), employee performance refers to the results of a group of staff members in carrying out their duties. Another point of view argues that an employee's performance is defined on the quality and quantity of the work they produce while performing their duties and duties (Mangkunegara, 2016).

Dahlan (2018) asserts that performance may be broadly interpreted as the work outcomes that an individual or group can achieve through authority and responsibility.

Respectful duties that help the organization in question fulfill its legal obligations do not go against the letter or spirit of the law or morality or ethics.

2.2. Individual Characteristic

An organization will demonstrate a number different variables, including its capabilities, requirements, beliefs, experiences, and hopes, that have molded its characteristics. However, the new environment additionally includes aspects of order, which are exemplified by systems of hierarchy, jobs, tasks, authority, and responsibility, in addition to pay structures, control mechanisms, and more.

The relationship among these two traits will then influence individual behavior inside the business as it works toward accomplishing its goals.

In companies, individual performance can interact in many ways due to varied individual traits, claims Silaban (2018). Every person in the company will act differently from one another since they are influenced by their surroundings. People each contribute their own unique character, skills, personal values, expectations, needs, and life experiences to the company. The traits that were present

2.3. Training

Widodo (2015:82) defines training as an order of individual efforts that systematically develop their skills and understanding to function in their field professionally. Training is a process of learning that equips workers with the skills to perform the current duties according the standards.

Rachmawati (2008: 110) defines training as a situation where employees develop or acquire attitudes, abilities, skills, knowledge, and certain related to work behaviors. essentially equal the total amount.

2.4. Job Placement

The placement of employees needs to be considered in the achievement of organizational goals because it is a required process, so it is expected to get a workforce by the position they occupy. Before the placement process, what needs to be done first is the process selection.

Workforce placement is the fourth process of the management function labor. The placement is carried out after job analysis, recruitment and selection of workers. Placement is a policy taken by an installation leader or personnel department to determine whether an employee is still or not placed in a specific position or position based on consideration of expertise, skills or specific qualifications (Trisnawati, 2019).

Relationships between the study's variables are shown in Figure 1's conceptual framework.

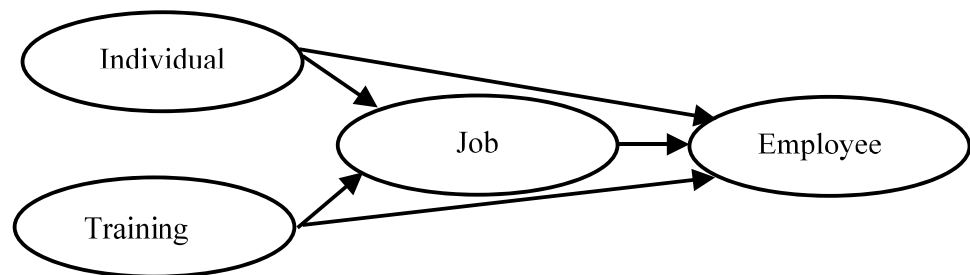


Figure 1: Framework.

3. RESEARCH METHODOLOGY

3.1. Population and sample

The type of population that will be studied is an unlimited population because researchers cannot determine the exact number of PT. Bank Negara Indonesia. In taking a large sample, if the population is not known with certainty (accidental sampling), techniques or formulas are used according to Malhotra's theory (2010). In this study there are question items measuring 21x5. So the number of samples taken in this research was 105 samples.

3.2. Data Collection Techniques

1. The information collected in this study indicates that the questionnaire is a method of data acquiring that asks participants to react to a series of questions or written responses. This technique is used to determine the subject of study and the study's variables.
2. Conversations that have a defined goal are referred to as interviews. The interviewer, who asked the query, and the interviewee, who provided the answer, were the two parties in the conversation.

3.3. Path Analysis

Path analysis is a method for creating the method of multiple linear regression, and it's a method of determining the causal link (causal model) between variables. Every association between factors must be substantial in order to establish the indirect effect through mediating variables (Ghozali, 2018).

4. RESULT AND DISCUSSION

The outcomes of route analysis regression are as follows.

TABLE 2: Direct Effect-1.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13,717	1,910		7,181	,000
Individual Characteristic	,156	,045	,240	3,488	,001
Training	,216	,037	,400	5,801	,000

Source: Results of Data Processing using SPSS

Based on Table 1.2, multiple linear regression is calculated as follows.

$$Z = 0,156X_1 + 0,216 X_2 + e$$

The following explanation applies to the multiple linear regression equation:

1. A positive coefficient of 0,156, a t count of 3.488 > 1.9723, and a significance level of 0.001 0.05 define the individual characteristic Variable. This shows that a person's personality positively influences job placement in a major way.
2. With a positive coefficient of 0,216, a t count of 5.801 > 1.9723, and a significance level of 0.000 0.05, the online consumer review variables is significant. This indicates how training has a favorable impact on employment.

Based on Table 1.3, multiple linear regression is calculated as follows.

$$Y = 0,316X_1 + 0,82X_2 + 0,227Z + e_2$$

The following explanation applies to the multiple linear regression equation:

1. With a positive coefficient of 0,316, a t count of 5.876 > 1.9723, and a significance level of 0.000 0.05, the individual characteristic variable is significant. This shows that individual characteristics has a big impact on the way employees perform.

TABLE 3: Direct Effect-2.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	6,473	2,548		2,541	,012
Individual Characteristic	,316	,054	,406	5,876	,000
Training	,082	,047	,127	1,736	,034
Job Placement	,227	,091	,189	2,505	,013

Source: Results of Data Processing using SPSS

2. With a significance level of $0.034 > 0.05$ and a t value of 1.736 1.9723, the training variable exhibits a positive coefficient of 0.082. This shows that training has a positive and insignificant effect on worker performance.
3. With a positive coefficient of 0.227, a t value of 2.505 $> 1,9723$, and a significance level of $0.013 > 0.05$, the job placement variable is significant. This shows that employee performance is positively and negligibly impacted by job placement.

TABLE 4: Indirect Effect.

Interaksi	Calculating Indirect Coefficient	Zobel	Zvalue	P value	Information
X1 \times Z \times Y	$0,501 \times 0,240 = 0,120$	3,06	2,96	$0,049 < 0,05$	Significant
X2 \times Z \times Y	$0,423 \times 0,240 = 0,101$	3,39	2,96	$0,026 < 0,05$	Significant

Source: Results of Data Processing using SPSS

Based on Table 1.3, multiple linear regression is calculated as follows.

1. We found that job placement can act as a buffer between individual characteristics and employee performance, as indicated by the coefficient of the individual characteristic Variable Pathway of 0.120, that was determined by dividing the standardized coefficient values of the direct impacts of individual characteristics on job placement and job placement on employee performance ($0.501 \ 0.240$).
2. The job placement can mediate training of employee performance, as demonstrated through the training variable pathway coefficient value of 0.101, that was determined by dividing the standardized coefficient values of the direct impacts of the online variables training on job placement and job placement on employee performance ($0.423 \ 0.240$) with Zsobel ($3.39 > 2,96$) and a significant value of $0.026 \ 0.05$.

The results of this study's hypothesis testing are as follows:

Inflation, interest rates, currency exchange rates, and oil prices all have an impact on the composite stock price index, as seen in Table 1 above. The following tests of significance were run together with the following selection criteria:

H₀ is accepted if Sig. t $\geq \alpha$

H_a is accepted if Sig. t $\leq \alpha$

4.1. Effect of individual characteristics on the job placement.

The findings indicate that 0.001 < 0.05, refuting the default hypothesis that individual characteristics only a bit influence job placement. Employees of Bank BNI Medan City have an increased likelihood of finding the right job placement the better their specific traits are. Rahman (2016) claims that individual characteristics show variations in a person's drive, initiative, capacity to push through challenges and find solutions, or ability to adapt to changes directly connected to the environment that have an impact on performance. Employees with strong personality traits must be placed in the right jobs because effective job placement will increase workers' motivation to complete tasks. As a result, employees will perform to their highest potential and be able to contribute the most to the business.

4.2. Effect of training on job placement.

H₀ is rejected since the findings show that 0.000 < 0.05, which indicates that the training has a limited impact on job placement.

This suggests that one of the elements affecting how focused the trainees are throughout an instructional session is the length of the training period. In this case, each training session must be able to condition the current participants with effective time management, so they don't appear uninterested and mediocre, as well as with material that stimulates participants' interest in listening to training that will undoubtedly be beneficial for understanding and opening up recent insights in job prospects that are tailored to their needs. Thus, in this case, the resource persons should be able to provide engaging material with which they can engage the participants.

4.3. Effect of job placement on employee performance.

The findings indicate that $0.013 < 0.05$, rejecting H_0 , which indicates that job placement influences employee performance in part. This implies that employee performance will improve in proportion to where they're positioned.

Work placement, according to Hariandja (2016), is the process of allocating or filling an opening, and also assigning someone to a new or different task or position. One must take their job experience seriously when choosing where to place an employee. A person's degree of knowledge at work will rise with more experience, which will also improve job output.

4.4. Effect of individual characteristics on employee performance.

The findings reveal that the individual character has a somewhat significant affect on employee performance because $0.000 < 0.05$, that implies that H_0 is rejected. Performance and individual characteristics have a close connection; if an employee's principles and objectives align with the dimensions of job characteristics that exist within the company, then the employee's performance will rise, as demonstrated by the employee's sense of responsibility for and belonging to his work. Every person has a variety of distinctive individual characteristics which make them different. Cooperation between employees is not possible when a company cannot accommodate the personalities of each current employee, which may have an impact on the employees' performance.

4.5. Effect of training on employee performance.

The findings indicate that $0.034 < 0.05$, rejecting H_0 and indicating that training has a limited effect on employee performance. By acquiring and studying the skills and expertise needed in accordance with job requirements, the educational experience strives to improve skills and knowledge in the workplace in order to achieve the best goals for the company.

For personal and global benefits for the job needs expected by the organization, employees need chances to take part in current instruction. This will enable them to grow individually and become better than they were before.

4.6. Effect of individual characteristics on employee performance through job placement.

Based to the research's results, work placement can act as a mediating variable among individual characteristics and employee performance, significance that a person's characteristics have an important and beneficial effect on Bank BNI Medan City employees' performance.

Individual characteristics, according to Robbins (2016), are the attitudes, interests, and wants individuals possess are a component of who they are and are influenced by their surroundings. These principles will be used in the workplace. Employees with strong personality traits need to be given the right jobs since doing so will boost the motivation to finish their assigned duties. As a result, maximum employee performance will be generated and they will be able to contribute the most.

4.7. Effect of training on employee performance through job placement.

Based on the results of the research, it has been found that work placement can mediate the impact of training on employee performance, proving that training is a crucial component of improving employee performance indirectly to provide important advantages for employees in upgrading themselves to provide individual critical evaluations on long-term work plans in forming ideal work behavior. It is also necessary to have a career development process in it to strengthen the connection between training and employee performance. For it to establish effective work systems over the long term, training is thus required as a supplement to learning.

5. CONCLUSION

1. It is anticipated that the Bank Negara Indonesia Medan Main Branch Office will actively invite experts in their fields to share their knowledge with employees, providing them with facilities catered to training needs like a comfortable location, an excess quota of participants without restrictions, and others.
2. It is advised that employees of the Medan Main Branch Office who participate in the training do so professionally, paying less attention to the length of the material presented and more attention to each important point made by the resource person while ignoring the training's advantages and disadvantages. Each employee

must be able to evaluate their own features since individual characteristics are improving. Those working for Medan City.

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