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**THE INFLUENCE OF JOB PLACEMENT, COMPENSATION, AND TURNOVER INTENTION ON
EMPLOYEE PERFORMANCE AT J&T EXPRESS MEDAN WAREHOUSE BRANCH**

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Abstract

The objective of this research is to examine the Impact of Job Placement, Compensation, and Turnover Intention on Employee Performance. This study aims to contribute to the body of knowledge in the field of management by investigating the influence of these variables. The research employs a causal approach with a quantitative methodology, utilizing SPSS software for the analysis of primary data collected from employees at the J&T Express Warehouse Branch in Medan. The findings of this study indicate that Job Placement, Compensation, and Turnover Intention significantly and positively affect Employee Performance, both in partial and simultaneous terms. This research provides valuable insights into the dynamics of these factors within the context of employee performance.

Keywords: Job Placement; Compensation; Turnover Intention; Employee Performance

Introduction

J&T Express is a rapid parcel delivery company that employs cutting-edge technology as its fundamental system. With the booming online trade sector, businesses require courier services or couriers to efficiently distribute merchandise to customers, ensuring punctuality. J&T Express's expansive network facilitates express services for customers across Indonesia. The company places significant emphasis on the high performance of its workforce across all divisions, with particular attention to the Gateway division. They believe that employee performance serves as a crucial metric for a company's success.

This perspective aligns with several expert opinions on the concept of performance. As defined by Mangkunegara (2013), performance signifies the quality and quantity of work accomplished by an employee in executing their responsibilities according to the tasks assigned to them. Furthermore, Sutrisno (2014) asserts that an individual's performance is influenced by a multitude of factors, including opportunities for career advancement, job security, salary, the company's organizational structure and management, supervision, intrinsic job-related factors,

working conditions, social aspects of the job, communication, and facility provisions. A sound evaluation of employee performance goes beyond merely assessing the outcomes of their work; it also considers the employee's approach to task completion. In essence, performance results from an individual's overall process in executing their responsibilities.

Based on observations made on January 23, 2023, it becomes apparent that employee performance within J&T Express's Gateway division has exhibited a decline over the period from 2020 to 2022, as indicated in the following table:

Table 1. Standard Values for Employee Performance Assessment

Criteria	Value	Description
A	91-100	Excellent
B	80-90	Good
C	70-79	Adequate
D	61-69	Poor
E	<60	Very Poor

Source : (J&T Express)

Table 2. Employee Performance Assessment Data for the Period 2020 – 2022

Year	Number of Employees	Criteria				
		A	B	C	D	E
2020	76	39	24	13	-	-
2021	65	31	19	15	-	-
2022	59	27	17	15	-	-

Source : (J&T Express)

From Table 2, it is evident that the performance of employees over the past three years has consistently fallen within the "adequate" category. If this trend continues, it could lead to a decline in employee performance, which would have negative repercussions for the company. Therefore, to enhance employee performance, it is crucial for the company to provide fair and appropriate compensation. Compensation plays a vital role in boosting employee performance and motivation. Compensation encompasses all the rewards and benefits received by employees in exchange for their work (Rahmawati, 2019). The adequacy of compensation can significantly impact employee performance. When a company's compensation system is perceived as fair, it encourages employees to excel in their work and take responsibility for their tasks.

Additionally, the proper placement of employees in roles that align with their qualifications, procedures, and relevant factors is essential for ensuring a high-quality workforce. Employees can fulfill their duties and responsibilities effectively when their job placements match their knowledge, skills, and abilities.

Employee placement is a critical aspect for both employees and the company. It plays a crucial role in acquiring competent employees needed by the company. Proper placement in suitable job positions helps the company achieve its desired objectives. This aligns with the principle of "The right man in the right place and the right man behind the right job"

(Aldilaningsari, 2014). According to Aldilaningsari (2014), placement involves assigning or filling job positions for new or existing employees through promotions, transfers, or demotions (job reassignments). Placement should consider factors such as knowledge, skills, and abilities required for the job.

Based on these principles, it becomes clear that compensation is of utmost importance to employees and significantly influences their behavior and performance. Higher compensation from the company leads to increased well-being for employees, motivating them to fulfill their job responsibilities. Conversely, lower compensation negatively impacts employee well-being and diminishes their work enthusiasm. This ultimately results in losses for the company and hinders the achievement of its goals. Therefore, it is essential for J&T Express, particularly its Medan branch warehouse, to enhance employee performance through motivation, manifested through fair and adequate compensation.

The optimal contribution from employees represents a form of dedication to the company, and as such, companies need to retain this dedication over the long term. One of the factors that hinders human resource development is the high turnover intention. Turnover intention itself leads to the ultimate reality that companies face, which is the number of employees leaving the company within a specific period. A high turnover rate indicates that the company has not been able to manage and guide its employees effectively.

On the other hand, some opinions suggest that turnover can have positive effects on an organization, leading to higher efficiency levels (Asmara, 2017). Turnover can be beneficial for organizations when it involves low-performing employees. However, the turnover rate should be controlled to ensure that the organization benefits from improved performance by new employees, which outweighs the recruitment costs incurred by the organization (Natalia & Rosiana, 2017). Turnover should be a concern if the majority of employees leaving their jobs or the organization are competent human resources.

Research methods

This research adopts an associative or relational research approach, which aims to explore the connections between several variables. The chosen approach for this study is the quantitative approach (Supriyanto, A. S., 2010).

The research population consists of all employees in the J&T Express Medan Branch Warehouse, totaling 60 employees. In this study, the sample comprises all 60 employees of J&T Express in the Medan Branch Warehouse. The sampling technique employed is nonprobability sampling, specifically the saturation sampling method. Saturation sampling involves including all members of the population as the sample (Sugiyono, 2015). The total population size is 50 respondents, and all of them are used as research participants.

Results
Hypothesis Test

T Test

Table 3. Partial t-Test Results.

Model		Coefficients ^a		Standardized	t	Sig.
		Unstandardized Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.665	1.743		.381	.705
	X1	.352	.103	.332	3.425	.001
	X2	.220	.104	.213	2.115	.040
	X3	.577	.133	.452	4.330	.000

a. Dependent Variable: Y

Job Placement (X1) influences Employee Performance (Y)

The t-test results indicate that the t-value for the variable Job Placement (X1) is 3.425, while the t-table value is 1.678. It is evident that the t-value (3.425) is greater than the t-table value (1.678). Furthermore, the significance level (p-value) for the variable Job Placement (X1) is less than 0.050, specifically 0.001. Therefore, we reject the null hypothesis (Ho) and accept the alternative hypothesis (Ha). Consequently, it can be concluded that there is a significant influence of Job Placement (X1) on Employee Performance (Y).

Compensation (X2) influences Employee Performance (Y).

The t-test results indicate that the t-value for the variable Compensation (X2) is 2.115, while the t-table value is 1.678. It is evident that the t-value (2.115) exceeds the t-table value (1.678). Furthermore, the significance level (p-value) for the variable Compensation (X2) is less than 0.050, specifically 0.040. Therefore, we reject the null hypothesis (Ho) and accept the alternative hypothesis (Ha). Consequently, it can be inferred that there is a statistically significant influence of Compensation (X2) on Employee Performance (Y).

Turnover Intention (X3) influences Employee Performance (Y)

The t-test results indicate that the t-value for the variable Turnover Intention (X3) is 4.330, while the t-table value is 1.678. It is evident that the t-value (4.330) significantly exceeds the t-table value (1.678). Furthermore, the significance level (p-value) for the variable Turnover Intention (X3) is less than 0.050, specifically 0.000. Therefore, we reject the null hypothesis (Ho) and accept the alternative hypothesis (Ha). Consequently, it can be inferred that there is a highly significant influence of Turnover Intention (X3) on Employee Performance (Y).

F-Test

Table 4. Simultaneous F-Test Results

Model		ANOVA ^a			F	Sig.
		Sum of Squares	df	Mean Square		
1	Regression	1060.139	3	353.380	131.219	.000 ^b
	Residual	123.881	46	2.693		
	Total	1184.020	49			

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- a. Dependent Variable: Y
 - b. Predictors: (Constant), X3, X1, X2

Given the known critical F-table value of 2.81, we can now compare it to the computed F-value. It is apparent that the computed F-value of 131.219 significantly exceeds the critical F-table value of 2.81. Consequently, we accept the alternative hypothesis (H_a) and reject the null hypothesis (H_o). Thus, we can conclude that the regression model in this study, which includes Job Placement (X1), Compensation (X2), and Turnover Intention (X3), collectively exerts a significant and simultaneous influence on Employee Performance (Y).

Discussion

The Effect of Job Placement on Employee Performance

The proper placement process significantly affects employee performance in carrying out company activities. Arif (2018) stated that employee placement can enhance employee performance. Employees with good performance contribute more to the achievement of company goals. One way to improve performance is by placing the right employees. This aligns with the perspective of Runtunuwu, Lapian, & Dotulong (2015), who emphasized that achieving good performance requires careful attention to the human resource placement process.

According to Gunawan & Onsardi (2020), an inappropriate employee placement process can lead to suboptimal performance. Therefore, employee placement within a company has a significant impact on the performance that employees will deliver.

The Influence of Compensation on Employee Performance

The compensation system within a company significantly affects employee performance in carrying out their tasks. This is because the primary goal of every employee is to earn money to meet their living expenses. When employees receive rewards or salaries from the company, they are inclined to improve their performance. If employees feel that the salary they receive is commensurate with the effort they put into the company, they will maintain and continuously enhance their performance as long as they work. However, if the received salary does not match the contributions made to the company, they will be reluctant to improve their performance within the company.

Providing fair compensation motivates employees, resulting in better performance. As expressed by Nugraha & Tjahjawati (2017), adequate compensation is the most effective motivational tool for companies to encourage employees to work better.

The Influence of Turnover Intention on Employee Performance

The concept of "turnover intention" serves as an early indicator of potential employee turnover within an organization. As suggested by Rismayanti, Musadieg, & Aini (2018), turnover intention refers to the inclination or the degree to which an employee may be considering leaving

the organization or voluntarily resigning from their current position. However, it's important to note that when alternative job opportunities are either unavailable or less appealing than their current role, employees may respond by disengaging from their work emotionally and mentally. This disengagement can manifest in various behaviors, such as increased lateness, absenteeism, reduced enthusiasm, or a decreased commitment to performing well, as observed by Putra (2018).

The impact of turnover intention on employee performance is supported by the insights of Asmara (2017), who suggests that when employees harbor high turnover intentions, they are more likely to neglect their responsibilities and core job duties. This neglect of essential job functions can result in a decline in employee performance, as discussed by Widyawati & Himawan (2022). There is a correlation between elevated turnover intentions and diminished employee performance, a relationship underscored by Jamal et al. (2021). Regardless of the specific reasons prompting employees to contemplate leaving an organization, these considerations inevitably have consequences for employee performance, as emphasized by Khusnul (2018).

Conclusion

Based on the research findings and discussions regarding the influence of job placement, compensation, and turnover intention on employee performance at J&T Express, Medan Branch Warehouse, several key conclusions can be drawn. The study highlights that job placement, compensation, and turnover intention significantly impact employee performance at J&T Express, Medan Branch Warehouse.

Firstly, job placement, whether through promotions, transfers, or demotions, has been shown to have a significant influence on employee performance within the organization. Employees who are strategically placed in roles that align with their skills and expertise tend to exhibit higher levels of loyalty and overall improved performance.

Secondly, compensation plays a pivotal role in motivating employees and enhancing their job performance. Adequate and equitable compensation packages are crucial in this regard. Employees who perceive their compensation as fair are more likely to maintain their motivation and strive for better performance.

On the other hand, turnover intention, reflecting an employee's inclination to voluntarily leave the organization, has a notably adverse effect on employee performance. When employees are committed to specific behaviors but neglect their primary responsibilities, their overall performance tends to suffer.

In light of these research findings, several recommendations can be made to enhance employee performance at J&T Express, Medan Branch Warehouse.

Firstly, the organization should focus on strategically placing employees in roles that align with their skills and expertise. This approach can foster employee loyalty and elevate overall

performance, whether achieved through promotions, transfers, or demotions.

Secondly, prioritizing fair and adequate compensation packages is essential to motivate employees and enhance their job performance. Ensuring that employees perceive their compensation as equitable is key to maintaining their motivation.

Lastly, the organization should consider implementing comprehensive compensation strategies. In addition to financial compensation, providing non-financial incentives such as a secure and comfortable workplace, health benefits, holiday bonuses, and an improved recruitment process can contribute to preventing turnover intentions among employees. These measures can also offer a more holistic representation of the work environment.

By implementing these recommendations, J&T Express, Medan Branch Warehouse, can create a work environment that promotes employee satisfaction, loyalty, and improved performance.

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