



THE OPTIMIZATION OF SELECTION METHOD IN INCREASING THE EFFECTIVENESS OF WORKFORCE PLACEMENT

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Abstract

Testing selection methods is a key element in effective human resource (HR) management. The aim of this research is to evaluate various selection methods with a focus on increasing the accuracy and precision of employee placement in the work environment. Through a comprehensive analysis approach to the selection strategies that have been implemented, this research identifies a number of validation techniques that have the potential to improve the selection process, thereby achieving a better match between employees and the jobs they apply for.

This research uses qualitative methods by testing testing techniques through a series of case studies involving companies from various industrial sectors. The case study results show that the use of appropriate testing techniques can significantly improve the quality of the employee selection and placement process. The practical implications of this research highlight the importance of integrating robustly tested selection methods in HR management practices. This qualitative research provides an in-depth understanding of how validation techniques can be adapted to a company's specific context, thereby ensuring more efficient and productive recruitment within the organization. This research not only offers a theoretical contribution to the understanding of optimizing selection methods, but also provides practical insights for HR managers in developing more effective and efficient recruitment policies.

Keywords: Testing, Selection Method, Accuracy, Precision, Placement

INTRODUCTION

Human Resources (HR) play a crucial role in the success of an organization. The process of selecting and placing workers is the initial stage that determines the extent to which the organization can utilize the potential of human resources optimally. Therefore, optimizing selection methods is an important aspect in an effective HR management strategy. The dynamic and complex development of the business world requires organizations to have a workforce that is not only qualified, but can also adapt to changes in the business environment. An ineffective selection process can result in the placement of workers who are less suited to the needs of the organization, which in turn can have a negative impact on performance and productivity.

Previous research has shown that there are various selection methods that can be used by organizations. However, challenges arise when organizations must select and implement selection methods that suit their needs. Therefore, a deeper understanding is needed about how selection methods can be optimized to increase the effectiveness of workforce placement.

The selection method is a systematization of steps or procedures applied in the process of recruiting and placing human resources (HR) in an organization. This is done with the main aim of evaluating the qualifications, skills, personality and potential of prospective employees, so that it can be ensured that they are in line with the existing needs of the available positions. In the HR selection panorama, there are various methods that can be applied, including but not limited to interviews,

psychological tests, personality assessments, as well as task simulations or practical trials. Each of these methods is carefully designed to provide deeper insight into the capabilities and suitability of prospective employees with the work environment desired by the company.

Through this combination of selection methods, companies can holistically assess the potential and suitability of prospective employees with the culture and job demands within the organization. Thus, the application of careful and appropriate selection methods can support the success of effective recruitment and placement of human resources, producing high-performing teams that adapt to organizational dynamics.

The selection process, as explained, not only focuses on ensuring that candidates have the appropriate qualifications for the job available, but also takes into account the values and culture that align with the organization. Therefore, the selection method does not only pay attention to aspects of skills and experience, but also focuses on assessing the employee's personality, values, and potential for development and adaptation within the existing team or work environment. In this case, choosing the right selection method is crucial to increasing the accuracy and suitability of employee placement. As a structured, measurable and objective selection process helps companies reduce errors in assessing prospective employees and increases the likelihood of long-term suitability between the employees recruited and the work they carry out (Yuliyanti, et. al., 2023).

The Human Resources (HR) placement process, which is the next stage after selection, refers to the assignment of individuals to certain positions, tasks or roles within the organization. This placement involves matching individual characteristics with the specific needs of a position in the organizational structure. Thus, HR placement is crucial to ensure that the selected employees not only have optimal suitability for the duties and responsibilities they will carry out, but can also create an environment where individuals can develop and make maximum contributions. By paying attention to these aspects, companies can ensure that each placement is not only job-effective, but also supports the long-term growth and contribution of each individual within the organization.

The placement of Human Resources (HR) is a complex process because it involves considering a number of very diverse factors. These factors include the technical skills and special expertise required by a particular position, while also considering other aspects such as organizational cultural fit, personality, and the individual's adaptability to changes in the work environment. In this context, the placement process can be likened to a puzzle, where the pieces to fit the position's needs and organizational aspirations must align with the individual's characteristics, including their experience, motivation and career aspirations. A successful placement not only ensures the individual's success in the position, but also has a positive impact on productivity, performance and overall work culture. Through careful placement, organizations can create an environment where each team member can contribute optimally, feel satisfaction in their work, and imbibe the values upheld by the organization.

The HR placement process also has a significant employee development dimension. This may include placing someone in a position that is challenging but provides space for the development of new skills or provides opportunities for learning. By properly understanding individual and organizational needs, the HR placement process not only becomes an effective tool in achieving the organization's business goals, but also becomes a means of creating a healthy balance between the organization's needs to achieve its goals and the individual's needs to continue to develop and grow in their careers. . Thus, HR placement can be the foundation for professional growth and continued organizational success in the long term.

Testing selection methods is a crucial stage in the process of recruiting and placing Human Resources (HR) in an organization. As explained by (Mulyati, 2018), the main objective is to evaluate the effectiveness of the methods used to select employees who best suit the needs and demands of a particular position or position. This testing process includes evaluation of various instruments and selection techniques, from interviews to competency tests, psychological tests, and behavioral assessments. Selection method testing aims to ensure that the tools and procedures applied in employee selection can provide accurate and valid predictions of the performance of prospective employees in the intended position. This allows organizations to adjust and improve the selection process to make it more reliable and efficient.

The selection method testing process involves an in-depth analysis of various aspects, such as the level of accuracy of predictions from each selection tool, the validity of the test content, the reliability of the instrument, as well as the impact that the selection process has on the variety of employees recruited. This evaluation also includes a review of the workflow and effectiveness of each selection stage, with the aim of ensuring that the methods used are able to identify the best candidates objectively and fairly. Testing selection methods provides an opportunity for organizations to make necessary improvements and adjustments to improve the quality of the selection process, create higher standards in decision making, and ultimately reduce the risk of errors in employee placement within the organization. With a systematic and analytical approach, organizations can optimize their selection methods to ensure that these processes not only meet current needs, but also support the long-term growth and sustainability of their workforce.

Through this research, a comprehensive evaluation of various existing selection methods will be carried out. This analysis will include aspects of accuracy and appropriateness of employee placement in the work environment. Identification of validation techniques that can improve the selection process is expected to provide a basis for better optimization of selection methods. In globalization and increasingly fierce business competition, this research makes an important contribution in supporting organizations to gain competitive advantage through effective recruitment and placement of workers. It is hoped that the success of this research will provide practical guidance for HR managers in making

decisions regarding the selection methods to be applied, thereby creating a productive and adaptive work environment.

The aim of this research is to evaluate various selection methods with a focus on increasing the accuracy and precision of employee placement in the work environment. Through a comprehensive analysis approach to the selection strategies that have been implemented, this research identifies a number of validation techniques that have the potential to improve the selection process, thereby achieving a better match between employees and the jobs they apply for.

LITERATURE REVIEW

Human Resource Management

Human Resources (HR) is an important element in the context of an organization, involving individuals who are actively involved in various work processes. More than just its existence as an entity, the HR concept also includes aspects of its management as a whole. In its scope, HR involves various crucial aspects such as recruitment, selection, development, performance appraisal and employee career management (Irawati, et.al., 2021). The importance of HR management stands out, as it forms the basis for ensuring that organizations have the right individuals in the right places. By ensuring that employees have the skills and competencies that suit the company's needs and goals, HR management makes a significant contribution to the success and growth of the organization.

As stated by (Mulyeni *et al.*, 2023), HR management does not only focus on managing administrative aspects, but also involves complex relationships between employees and the organization. This involves strategic human resource planning, developing policies that support employees, and improving productive working conditions. Thus, HR management is the key to building an employee-oriented organizational culture, supporting individual growth, and creating a work environment that provides added value to the entire organization.

Selection Method

The selection method is a series of important procedures for organizations in evaluating, selecting and placing individuals according to the needs of a position in the company. Consisting of various techniques, instruments and approaches, selection methods involve skills tests, interviews, personality tests, and past performance assessments. Selecting the right method is crucial to ensuring the individual's suitability for the task, culture, and work environment. For example, positions with specific technical skills require practical skills tests, while roles with team interaction focus on interviews to evaluate communication and leadership skills. The right selection method not only guarantees suitable placement, but also prevents recruitment errors that have the potential to harm work performance and culture (Adiawaty, 2016).

Along with the development of technology and innovation in the field of human resources, selection methods have progressed. Algorithms and online tests are increasingly commonly used to measure certain aspects of selection. It is important to ensure technology alignment with organizational values and fairness. The use of inclusive and objective selection methods is the key to ensuring accuracy and fairness in the selection process, in accordance with the needs of the available positions, ensuring that all candidates are treated fairly and equally.

Placement

Placement in the context of human resources does not only mean placing employees according to the needs and qualifications of the position, but involves in-depth consideration of the individual's suitability for the work environment, organizational culture, and task characteristics. Effective placement involves technical, psychological, social and cultural aspects, ensuring employees can develop and contribute optimally (Khaeruman and Tabroni, 2020). The importance of placement lies in utilizing employee potential in a supportive environment, matching tasks with skills, interests, and paying attention to social and cultural factors. Understanding team dynamics, communication needs, and social integration plays a key role in creating a work environment that supports employee collaboration, engagement, and motivation (Susanto and Pramono, 2020). Placement in a human resources context includes placing employees in specific positions or positions, involving consideration of more than just the qualifications and needs of the position. Placement effectiveness considers the individual's fit with the environment, organizational culture, and task characteristics. It not only looks at technical skills, but also the psychological, social and cultural aspects that support employee development in the workplace.

Apart from prioritizing individual aspects, successful placements also emphasize long-term strategies in employee career development. This ensures that current placements not only meet the organization's current needs, but also provide learning, growth and skills development opportunities for more challenging future roles. Thus, placement is not only about the current position, but also becomes the foundation for future growth and progress (Susanto and Pramono, 2020).

METHOD

Types of research

Field research related to testing selection methods to increase accuracy and precision of placement can use observational, experimental approaches, or a combination of both. In the observational approach, research involves direct observation of the selection and placement process that takes place in a real environment, such as in an organization or company. This research may include collecting data on the selection methods applied, the placement process, as well as the results of the placement related to the individual's suitability for the position he or she occupies. This approach allows

for in-depth analysis of the implementation of selection methods and their impact on the accuracy and suitability of employee placement.

Location and time of research

Testing selection methods to improve accuracy and precision in placement could be an interesting research study in Bekasi in September 2023. Bekasi, with its growing variety of industries and companies, provides the right context for testing more accurate and effective selection methods in human resource placement. In January, in the middle of the new year, recruitment and placement activities often occur for new employees in various industrial sectors. Conducting research at this time will provide an in-depth understanding of the challenges in the HR selection and placement process, including identifying the specific needs of the industry and labor market in the region.

Data source

Data sources used in testing selection methods to improve accuracy and precision of placement generally involve several key elements. First, the data can come from previous employee selection processes, including information from various selection stages such as psychological tests, interviews, skills evaluations, or competency tests that have been implemented within the company or organization. In addition, data sources can also involve analysis of the organization's internal data related to current employee performance. Performance evaluations, achievements, and feedback from superiors or co-workers become valuable sources for evaluating the extent to which previous selection criteria match the employee's success in carrying out the assigned tasks.

Data collection technique

Data collection techniques in testing selection methods to increase accuracy and precision in placement involve a comprehensive approach to obtain relevant information. These methods include a variety of techniques such as structural interviews, psychometric tests, situational simulations, and evaluation of past performance. Structural interviews provide in-depth insights into a candidate's interpersonal qualities and communication skills, while psychometric tests help in evaluating psychological aspects such as personality, motivation, and cognition. This combination of techniques provides holistic and in-depth data to assess an employee's potential suitability for job demands and the work environment.

RESULTS AND DISCUSSION

Selection Methods Evaluated

In this research, selection methods are evaluated with the aim of optimizing the effectiveness of workforce placement. The selection methods tested include a variety of validation techniques that are

considered to improve accuracy and match between employees and the jobs they apply for. Evaluation of the method involves structural interviews, psychometric tests, situational simulations, and evaluation of past performance. Each method is considered in the context of specific industry and organizational needs, with a focus on predictive capabilities for employee success in the tasks and responsibilities they will undertake. This holistic evaluation supports efforts to optimize selection methods to increase the effectiveness of the workforce placement process in the organization.

Employee selection methods are becoming more comprehensive by utilizing various evaluation tools including psychometric tests, interviews and assessment centers. The use of psychometric tests, such as personality tests and intelligence tests, provides in-depth insight into aspects of an individual's character and abilities that are not always revealed through work experience or educational history. Interviews, as an important component, allow recruiters to evaluate a prospective employee's interpersonal skills and communication abilities. Meanwhile, the assessment center, as a more complex method, provides a simulation of real work situations to measure the extent to which candidates can adapt and excel in a context that is closer to the actual work environment. This holistic approach ensures that the assessment of prospective employees covers a wide range of dimensions relevant to predicting their success in the work environment.

Evaluation of the effectiveness of employee selection methods is not only limited to their validity as predictors of performance, but also to their ability to identify the best candidates who fit the company's culture and values. Although psychometric tests can provide deep insight into an individual, actual performance evaluations in real work situations are often the measure of an employee's success. Therefore, the focus of testing is not only on the extent to which these methods can predict performance, but also on how well they can match individuals with appropriate work environments, ensuring a holistic and sustainable fit in a dynamic organizational context.

Each selection method has its own advantages and limitations that need to be understood carefully. Although psychometric tests can provide strong data about a person's character, they cannot always accurately predict performance in the work environment. Likewise, interviews can provide valuable insights, but are susceptible to the subjective biases of the interviewer. Therefore, assessing the effectiveness of a selection method must consider a variety of factors, including the candidate's fit with the company culture and the extent to which the method can provide a holistic picture of their potential for success in the workplace. A comprehensive evaluative approach is needed to ensure the selection method is optimal and meets the needs of the organization.

Assessed Placement Criteria

In research on optimizing selection methods to increase the effectiveness of workforce placement, a number of placement criteria are carefully assessed. First, the predictive validity of selection methods becomes a primary focus, ensuring that the tools and procedures used can accurately

predict the performance of prospective employees in actual work environments. This criterion includes the accuracy of the method in identifying the qualifications, skills and potential of individuals who are in accordance with the specific duties and responsibilities of the position to be filled. Furthermore, evaluating the candidate's suitability to the company's culture and values is an important aspect. Measuring the extent to which prospective employees can integrate with organizational norms and dynamics is key to ensuring sustainability and harmony in the workplace.

No less important, selection methods are also assessed based on fairness and objectivity. These criteria include efforts to minimize bias in the selection process, ensuring that each candidate is evaluated fairly and without discrimination. An assessment of the involvement of stakeholders, such as management and existing employees, is also considered. By involving their perspectives, research can assess the extent to which selection methods support the achievement of organizational goals and meet stakeholder expectations regarding workforce placement. Overall, these criteria form the basis of a holistic evaluation that supports efforts to optimize selection methods in order to achieve workforce placement that is effective and appropriate to the organizational context.

Placement criteria in the human resources framework include a number of crucial factors that ensure appropriate assignment of positions to the individuals concerned. First of all, skills and abilities play a central role, directly related to the specific task to be carried out. It includes the technical skills, specialized knowledge, and specific abilities required to execute tasks effectively. For example, in the technology sector, a deep understanding of programming or artificial intelligence may be a key criterion (Febiyola, A., et. al., 2023). In management or finance, analytical or leadership skills may be preferred. Apart from that, cultural aspects and company values are important criteria. Placement should consider the extent to which the individual can integrate with the organizational culture and advance the values espoused by the company. This not only includes conformity to rules and norms, but also ensures that the individual can make a positive contribution to the social and work dynamics within the organization. Overall, these criteria form the basis of a holistic assessment in ensuring the effective and harmonious deployment of human resources in diverse organizational contexts.

Apart from the technical skills aspect, important value also lies in the personality and suitability of the company culture. It includes elements such as personal values, personality traits, and an individual's comfort in a particular work environment. Although a candidate may have all the necessary technical skills, a mismatch with the company culture or team dynamics may impact their success in the position. Personality aspects, including adaptability, teamwork abilities, and flexibility in dealing with change, play an important role in building harmony in the workplace.

An individual's ambitions and career goals also have a significant impact on placement. A clear understanding of long-term goals and career aspirations helps assess whether the position being offered is appropriate for their growth and development. If it is not aligned with long-term goals, it can affect motivation, engagement, and long-term success at the company. Thus, holistic placement criteria

include suitability of technical skills, personality match with company culture, and relevance of the position to the individual's career ambitions to achieve optimal and sustainable placement.

Assessment of Test Results

Assessment of test results in research on optimizing selection methods to increase the effectiveness of workforce placement is a key aspect in evaluating the success and relevance of the selection methods being tested. The test results include the extent to which the selection method can predict the accuracy and accuracy of placing employees in positions or positions that are in accordance with the qualifications and needs of the organization. This evaluation involves analysis of the predictive validity of each selection method, the reliability of the instruments used, as well as the suitability of the test results with the employee's actual performance after being placed.

Assessment of test results also needs to consider contextual aspects, such as industrial diversity and labor market characteristics in the research location. The success of the selection method can be measured through the placement success rate, employee retention time, and their performance in the work environment. The practical implications of the results of this research can provide valuable guidance for human resource practitioners in selecting and implementing the most effective selection methods to achieve optimal placement goals in organizations. By understanding and evaluating test results comprehensively, this research can make a significant contribution to improving the efficiency and effectiveness of the human resource selection and placement process.

Analysis of the level of accuracy or appropriateness of selection methods in predicting employee success is the center of attention of human resource management strategies. Selection methods, such as psychometric tests, interviews, or assessment centers, are aimed at identifying individuals who are best suited to the demands of a particular job. This research focuses on evaluating the extent to which these methods can predict employee success after being placed in the company. Analysis of the accuracy of selection methods involves consideration of variables such as the suitability of the measured skills to the task at hand, predicted adaptability to change, and aspects of personality that influence success on the job. Research can also highlight the ability of selection methods to predict non-technical aspects, such as cultural fit and company values, which contribute to individual success in the work environment (Huda, 2022). The results of this analysis will provide deep insight into the effectiveness of selection methods and enable companies to improve their human resource management strategies to achieve more successful placements.

This kind of analysis not only aims to evaluate the accuracy of existing selection methods, but also provides a basis for recommendations for improvement. For example, this research could recommend deeper integration between various selection methods to improve predictions of employee success. Evaluation of aspects that may be insufficiently covered by current selection methods could become a focus, allowing recommendations for the development of new, more comprehensive and

effective methods. Thus, the results of this analysis not only serve as a retrospective evaluation, but also as a proactive guide to improving and enhancing the selection process, creating a more adaptive and efficient human resource management strategy for the organization.

CONCLUSION

This research comprehensively evaluates selection methods with the aim of increasing the effectiveness of workforce placement. Tested selection methods, such as interviews, psychometric tests, situational simulations, and performance evaluations, are analyzed in the context of industry and organizational needs. Holistic evaluation supports optimization of the onboarding process, ensuring focus on predictive capabilities of employee success. In developing selection methods, the use of psychometric tests, interviews and assessment centers provides a comprehensive picture of an individual's character and abilities, complementing aspects that are not revealed through work history or education. Effectiveness evaluation not only considers the predictive validity of performance but also the method's ability to identify candidates according to company culture. The importance of matching individuals with appropriate work environments is highlighted, ensuring a holistic fit in a dynamic organizational context.

The assessed placement criteria, such as predictive validity, cultural suitability, fairness, and objectivity, form the basis of a holistic evaluation in achieving effective workforce placement. Factors such as technical skills, cultural values and individual career goals are taken into account to ensure a harmonious placement. Evaluation of test results involves analysis of predictive validity, instrument reliability, and conformity to actual performance, providing valuable guidance for human resources practitioners. Overall, the analysis of the accuracy of selection methods and recommendations for improvement resulting from this research contribute significantly to improving the efficiency and effectiveness of human resource management strategies, creating more successful placements in a variety of organizational contexts.

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