

Leadership Function in Employee Placement Process at PT. Duta Mandiri Palembang

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Abstract

This research was conducted to determine the function of leadership in the process of placing employees at PT. Duta Mandiri Palembang, of course, requires a variety of instruments, ranging from facilities and infrastructure to human resources, as well as the character of a leader. The character of a leader and the function of a leader itself is one of the main factors in the management of an organization, both government and private. The method used in this research is descriptive qualitative research method, in which the researcher collects data obtained from the sources studied through observation, interviews, and documentation related to the research title. From the research results, it is known that employees at PT. Duta Mandiri Palembang has been able to describe the policies given by the leadership in the form of a positive response to the duties and responsibilities given to them.

Keywords :

Behavior, Job Placement, Leadership

1. Introduction

Leadership is the process of influencing people's behavior, where behavior is not only visible, but thoughts, beliefs and mental attitudes are also dominant factors. A leader must be trustworthy and must be able to communicate his vision, meaning that he must be able to transform this vision to his subordinates. A leader must be able to carry out functions related to the duties of a leader, including: making decisions, setting goals, formulating policies, placing employees, and coordinating activities, both vertically and horizontally, including the ability to supervise the work of subordinates.

Placement is one of the important aspects in the human resource planning process, because it has a close relationship with efficiency and fairness, where each employee is given the same opportunity to develop, including the process of assigning tasks / jobs to employees to be carried out in accordance with the scope that has been defined. In addition, employees must be able to take responsibility for all risks and possibilities that will occur with these tasks and jobs. This placement must be based on a predetermined job description and job specifications, and guided by the principle of "Placing the right people in the right place and placing the right people for the right positions". The right placement consists of: suitability of academic abilities, suitability of experience, and fitness for both physical and mental health so that the company's goals will be achieved.

From the description above, the researcher sees that the problems that occur at PT. Duta Mandiri Palembang is that the leadership function has not been carried out properly, this can be seen from the poor job placement process in the company. On this basis, researchers are interested in knowing the leadership function and job placement of employees at PT. Duta Mandiri Palembang.

2. Literature Review

Most leaders are highly motivated people. They voluntarily strive to achieve high goals and set standards of achievement for them. They want to know many things and problems that are not resolved around them, (Atmosudirdjo, 2007).

George, (2006) "suggests that leadership is a relationship in which one person, namely the leader, influences other parties to work together voluntarily in an effort to carry out related tasks to achieve what the leader wants. This influence arises from the relationship between the leader and a group member. In addition, there is also interaction or reciprocal reactions of people in a group".

According to David, (2006) the interaction of a leader and group members connects the leader with certain group members, it depends on what is to be achieved, the behavior of the people in the group, the knowledge and ideas that can be achieved. Contributed by each party towards solving problems and environmental conditions in general. A leader has a mission or goal to achieve.

There are several approaches that can be done related to leadership, Hani, (1994) as follows:

1. The trait approach.
2. Behavioral approach.

3. Contingency / situational approach.
4. Approach the path goal.
5. Cyclical approach.

What is very important in an organization / company is the placement of employees, because employee placement is a process of collecting and examining work activities in a position and the qualifications (skills, knowledge, abilities, and individual characteristics) needed to carry out activities.

Employee placement is basically a tool for the leadership of an organization or company in solving employment problems in a professional and humane manner, (Sihotang, 2007).

According to Winardi, (2000) employee placement provides benefits, including:

1. In the recruitment, selection, and placement of workers.
2. In workforce education and training.
3. In assessing position and work performance.
4. In improving the terms of position and employment.
5. In a placement, transfer, transfer, or promotion.

With the appropriate placement of employees, the qualifications of the required workforce personnel can be known and predicted. In order to educate or train prospective workers to be able to hold certain positions, it is necessary to first know the specific skills needed. Appropriate employee placement can benefit from improving job and position requirements. A manpower planning in an organization will be easier if it is known precisely and clearly the boundaries of each job so that duplication of tasks can be avoided.

Several principles that need the attention of the leadership in placing employees, namely:

1. Employee placement must provide accurate facts relating to the position or type of work. The results facts will be used for further purposes.
2. The placement of employees must be able to provide the facts needed for various jobs.
3. The results of this placement must always be reviewed and if necessary corrected. In a large company, the position or job is not static, but there are changes in both processes, methods and other aspects. Thus, employee placement is an activity that must be carried out continuously.
4. Employee placement must be able to show the important elements and be able to provide clear, thorough and reliable information. For that we need human resources who are experts in their respective fields.

3. Methods

The perspective of this research approach uses a qualitative descriptive approach, to determine the function of leadership in the work placement process of employees at PT. Duta Mandiri Palembang. This approach is essentially trying to understand the interpretation of what happened.

The dimensions of the leadership function George, (2006) with the following indicators: planning, developing loyalty, forward-looking functions, decision making, monitoring, and providing motivation. While the dimensions of work placement with the following indicators: level of education and expertise, work knowledge, work experience, work skills, and age factors.

The research informants in this study were 5 people related to the research conducted. Data collection techniques are carried out by: observation, interviews, and literature study.

4. Result

The leadership function is the most important factor in the progress and development of a government and private agency. Leadership is guiding, guiding, guiding, building, giving or working motivation, directing the organization, establishing a good communication network, providing efficient supervision, and bringing followers to the target they want to aim for in accordance with the provisions of time and planning. If an agency / company does not carry out a leadership function, the company cannot develop. The leadership function is the most important factor in the progress and development of an agency, both government and private.

Muhammad Annan, as Sales Marketing Officer at PT. Duta Mandiri Palembang stated that "the problem in the leadership function that is in PT. Duta Mandiri Palembang, which is a plan that is not in accordance with the work situation and the supervision is not given to employees", (interview 3 September 2020).

The results of observations by researchers at PT. Duta Mandiri Palembang found that the planning and supervision had not been carried out properly. This can be seen from employees in completing their work who tend to delay completing the next day, thus slowing down the work process.

Based on the results of interviews and observations, it can be explained that planning and supervision have not been carried out properly, it is better if the leadership of PT. Duta Mandiri Palembang must pay more attention to how it works in making plans that should be adjusted to the existing work situation and the leadership also

provides tighter supervision of the work results of employees, both in terms of work neatness and from the side of timeliness.

Dyah, as Administration Staff at PT. Duta Mandiri Palembang stated that “the real leadership function in a company is to do: planning, developing loyalty, monitoring, making decisions, and providing motivation. However, the functions mentioned at PT. Duta Mandiri Palembang has not done well”, (interview 15 September 2020).

The results of observations by researchers at PT. Duta Mandiri Palembang found that the planning made by the leadership was still not in accordance with the goals of the organization, the decision making was still not firm, the development of loyalty and supervision needed to be improved again and the leadership had to provide more motivation to its employees.

Based on the results of interviews and observations, it can be explained that the implementation of the leadership function has not been carried out properly. This can be seen from: planning, decision making, developing loyalty, and monitoring employees who are still less than optimal where employees are limited in using their creations at work. Likewise with motivation, company leaders have not provided the right motivation to employees in meeting work targets. Instead, this leadership function should be carried out as well as possible because this can affect the progress and development of the company, especially PT. Duta Mandiri Palembang.

Novi Astuti, As Administration Staff at PT. Duta Mandiri Palembang stated that “the planning made by the leadership of PT. Duta Mandiri Palembang has not done well. This can be seen from the organizational goals that have not been achieved in accordance with the plans made”, (interview, 17 September 2020).

The results of observations by researchers at PT. Duta Mandiri Palembang found that the planning made by the leadership was not in accordance with the goals of the organization, still not in accordance with the work situation at PT. Duta Mandiri Palembang, and could not reach the target to be achieved.

Based on the results of interviews and observations of researchers, it can be argued that the planning made by the leadership has not been able to achieve organizational goals. Preferably, the planning must be made in accordance with the work situation, goals, and targets to be achieved. If the planning has been carried out properly, the company's goals can be achieved.

Muhammad Annan, as Sales Marketing Officer at PT. Duta Mandiri Palembang stated that “the development of loyalty is not implemented in the company, so that the development of employee loyalty has decreased”, (interview, 18 September 2020).

The results of the author's observations at PT. Duta Mandiri Palembang found that the development of loyalty was not implemented properly, this can be seen from the attitude of its employees on a daily basis that it is not good. The leader does not set a good role model for employees so that the development of loyalty decreases.

Based on the results of interviews and observations of researchers, it can be explained that the development of loyalty needs to be improved. Preferably, the development of this loyalty is not only among followers, but also for the lower and middle level leaders in the organization. To achieve this loyalty, a leader himself must set an example, both in his thoughts, words and daily behavior shown to employees. Then the leader himself never denies and deviates from loyalty because things will not go well without developing loyalty.

Dyah, as Administration Staff at PT. Duta Mandiri Palembang stated that “the supervision carried out by the leadership of PT. Duta Mandiri Palembang has not done well”, (interview 15 September 2020).

The results of observations by researchers at PT. Duta Mandiri Palembang found that the supervision given by the leadership had not been implemented optimally. This can be seen by employees at PT. Duta Mandiri Palembang, in completing his work, was not disciplined and on time.

Based on the results of interviews and observations of researchers, it can be explained that the supervision carried out by company leaders still needs to be improved. This supervision is an indicator of the leadership function where supervision is carried out to constantly examine the ability to implement plans. With supervision, obstacles can be immediately identified and resolved so that all activities can resume according to the predetermined plan.

Afgan, as the Sales Team at PT. Duta Mandiri Palembang stated that “the leadership in the company is less assertive in making decisions when the company is facing a problem”, (interview, 20 September 2020).

The results of observations by researchers at PT. Duta Mandiri Palembang found that the company's leadership in making decisions was not firm, so that the existing problems could not be resolved quickly.

Based on the results of interviews and observations of researchers, it can be explained that the company leadership in this case PT. Duta Mandiri Palembang is less firm in making decisions. Instead, a leader must be even more assertive in dealing with existing problems. This decision making is an indicator of the leadership function. If a leader is not brave and is not quick to make a decision, this can lead to new problems in the company.

Muhammad Annan, as Sales Marketing Officer at PT. Duta Mandiri Palembang stated that “the leadership at PT. Duta Mandiri Palembang still has not maximally provided work motivation to its employees”, (interview, 18 September 2020).

The results of observations by researchers at PT. Duta Mandiri Palembang, it is known that the leadership has not provided motivation to its employees, so that employees do not have high enthusiasm in completing work which results in a choke in the work process.

Based on the results of interviews and observations of researchers, it can be stated that the leadership is still not optimal in providing work motivation to employees. Work motivation is the most important factor in improving employee work results. Therefore, the leadership at PT. Duta Mandiri Palembang should pay more attention to employees by providing good motivation so that employees can carry out their duties or jobs better so that company goals can be achieved.

Thamrin, SE. as the Operations Manager at PT. Duta Mandiri Palembang explained that "employee job placement at PT. Duta Mandiri Palembang is not yet in accordance with educational background and work experience (interview 03 September 2020).

The results of the researcher's observations found that employee job placement was still not appropriate based on the level of education and expertise, employee work knowledge, employee work experience, employee job skills and age factors.

Based on the results of interviews and observations of researchers, it can be explained that employee job placement has not been carried out in accordance with existing procedures at PT. Duta Mandiri Palembang, where the written work placement procedure for employees must be based on the level of education and expertise, work knowledge and experience, job skills, and age factors. It is better if the implementation of the workforce placement must be in accordance with the procedures owned by the company because this job placement is a factor in determining the work results / work productivity of the company. If the employee job placement process has been carried out in accordance with existing procedures in the company, then the employee can carry out his job properly and on time.

Muhammad Annan, as Sales marketing officer at PT. Duta Mandiri Palembang stated that "the problems experienced at PT. Duta Mandiri Palembang in employee job placement is not based on education level and expertise as well as age factors ", (interview, 18 September 2020).

The results of the researchers' observations show that job placement in this company is not carried out based on education level and age factors. This can be seen from the employee feeling uncomfortable with the assigned position and also seen from the way employees complete their work.

Based on the results of interviews and observations of researchers, it can be explained that the level of education and expertise as well as age factors play an important role in job placement because this greatly affects the work results of employees. It is better if job placements are carried out based on the level of education and skills possessed by employees, as well as age factors which must also be considered optimally for the progress of the company.

Thamrin, SE., As Operations Manager at PT. Duta Mandiri Palembang stated that "employee job placement at PT. Duta Mandiri Palembang has been carried out based on the level of education and expertise of each employee ", (interview 02 September 2020).

The results of the observations of researchers in this company, it is that the company in placing employees is not in accordance with the level of education and expertise possessed by employees. This can be seen from the employees who work not in accordance with their expertise.

Based on the results of interviews and observations of researchers in this company, it can be explained that employee job placement has not been carried out based on the level of education and expertise, because there are still employees who hold positions that are not in accordance with the level of education and expertise. Preferably, employee work placement must be in accordance with the level of education and expertise, if this work placement is in accordance with the level of education and expertise, then the employee can carry out his work according to the existing division of labor.

Thamrin, SE., As Operations Manager at PT. Duta Mandiri Palembang stated that "employee job placement in the company is based on the employees' working knowledge, but the work knowledge that employees have at the company is still not optimal", (interview 02 September 2020).

The results of the researchers' observations show that the work placement in this company is not in accordance with the employees' knowledge, so that employees have difficulty completing their work.

Based on the results of interviews and observations of researchers at PT. Duta Mandiri Palembang can be explained that the work placement of employees in this company is based on the employees' working knowledge, but the knowledge possessed by these employees is still not optimal. Work knowledge is very important for employees because with knowledge, employees can know and understand how to work at PT. Duta Mandiri Palembang.

Thamrin, SE., As the company's Operations Manager explained that "employee job placement at PT. Duta Mandiri Palembang is implemented based on the work experience of employees, but has not been optimally supported by the employees themselves ", (interview 02 September 2020).

The results of observations by researchers at the company found that employee work placements were not in accordance with the work experience of the employees, so that employees felt uncomfortable with their positions and resulted in these employees having difficulty completing their work.

Based on the results of interviews and observations of researchers in the company, it can be argued that the job placement of employees at PT. Duta Mandiri Palembang has not been implemented based on employee work experience, so that employees experience difficulties in carrying out their duties or jobs. It is better if this employee job placement is carried out based on the employee's work experience. This is of course to make it easier for employees to carry out their work and achieve the goals set by the company.

Thamrin, SE., As the company's Operations Manager stated that "employee job placement at PT. Duta Mandiri Palembang is carried out based on employee job skills, but the skills possessed by employees are still not optimal", (interview 02 September 2020).

The results of observations by researchers at PT. Duta Mandiri Palembang found that the job placement of employees was not in accordance with the job skills possessed by these employees. This can be seen from the employees who are not yet skilled in using the existing work facilities in the company.

Based on the results of interviews and observations of researchers at PT. Duta Mandiri Palembang can be explained that the job placement of employees in this company is carried out based on the work skills of the employees, but the skills possessed by employees are still not perfect, especially in the results of their work. This is a result of the lack of knowledge that employees have. We recommend that, when employees have been accepted to work at the company, the company must immediately provide additional training to support the skills they previously had, so that it can affect company performance.

Thamrin, SE., As the company's Operations Manager stated that "employee job placement at PT. Duta Mandiri Palembang has not been implemented based on the employee's age factor ", (interview 02 September 2020).

The results of observations by researchers in this company found that employee job placement did not pay attention to the age factor at the position of each job.

Based on the results of interviews and observations of researchers at PT. Duta Mandiri Palembang can be explained that employee work placement in the company has not been based on the age factor. Preferably, this job placement must be seen from the age factor, even though the employee has passed the test in the recruitment selection. To avoid low work productivity, it is necessary to consider the age factor when recruiting employees, especially the placement of these employees in existing positions in the company.

5. Conclusion

From the description above, the researcher will conclude the following:

1. The leadership function at PT. Duta Mandiri Palembang has not performed well, both in terms of planning, developing loyalty, and supervision carried out by the leadership. There are indications that the leadership seems less assertive in making decisions related to company activities and the leadership does not provide motivation to employees in working.
2. Employee job placement is not in accordance with existing procedures, especially those related to education and expertise, so this has an impact on the results obtained by the company.

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