The Analysis Selection Process of Indonesion Immigrant Workers'Job Performance Intervend by Job Location
Case Study at Manpower Division - Medan Area

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ABSTRACT

Important assets that must be considered in the implementation of national development are SDA (natural resources) and HR (human resources). In general, the success of a company or organization depends on the people involved in it, so a strategy is needed to achieve this. This research is intended to determine the effect of the selection process on the performance of Indonesian Migrant Workers (PMI) with work placement as an intermediary variable. The data collection techniques are surveys, interviews, and questionnaires. While the research method used is simple random sampling method. This study has 100 PMI respondents, and analyzed using SEM analysis. The results of this study are the positive and significant influence of the selection process on the performance of migrant workers through job placement as an intervening variable.

RESEARCH BACKGROUND

In the national development of a country, the basic foundation is the human resources owned by the country. In order to achieve the goals of the development program, good quality human resources are needed. This also applies to a company. The better the quality of its human resources, the easier it will be for the company to achieve what it is aiming for. For this reason, good HR management is needed, so that the company can capture quality human resources in accordance with the criteria it has set. In addition, so that employees can work efficiently and effectively (da Fonseca & Farinha, 2020).

Leaders of an organization are required to find a way to empower these human resources by managing integrated HR management. The process starts from planning, organizing, directing, procuring, developing, planning, empowering to its placement. Work is very important for someone to have, because work is one of the containers for self-actualization (Wang, 2021).

By having a job, a person will be able to feel his life is more meaningful and valuable. Because of the importance of work, the Indonesian government regulates it in the country's Constitution. That is contained in article 27 paragraph 2 which reads, "Every Indonesian citizen has the right to work and a decent living for humanity". That is why the right to obtain employment is part of human rights that must be upheld. However, the difficulty of finding a job is no longer a new thing in Indonesia. That is why many Indonesians flock abroad for work. Both those with higher education backgrounds (undergraduates) and those who only received elemantary education (Langford, et al., 2020).

The high level of interest of Indonesians to work abroad certainly has an impact on the situation in the country. Whether it's a positive impact or a negative impact. The positive impacts are: reducing population density, reducing unemployment in Indonesia, reducing

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crime, and improving the country's economy. While the negative impact that can befall those who work abroad is the risk of bad treatment (Garg, 2017). There are many cases that occur, where Indonesian Migrant Workers (PMI) get less humane treatment from people where they work. That is why, it is very important to have organizational management for Indonesian Migrant Workers from the beginning (before departure) to the end. Before leaving, PMI candidates will undergo a selection process. Where this is in accordance with the procurement function of HR management. The selection must be in accordance with the qualifications needed by the company (Emre & De Spiegeleare, 2021).

The selection steps include: administrative selection, in this case selecting cover letters that enter the company, checking references, initial interviews, basic ability tests, psychological exams, physical or body health exams, to directors interviews or technical interviews. After the prospective worker passes the selection process, the step that must be implemented is the placement of workers. Through the selection process, many things become a reference for assessment for recruiters to determine which job candidates match the required criteria (Chandra Das, 2021).

Every selection made by the company aims to obtain prospective workers with the necessary criteria. Each company or organization certainly has different assessments to determine which prospective workers will be hired and in accordance with the criteria they need. However, the obstacle is that many certain individuals abuse this process such as committing administrative selection irregularities, namely administrative falsification needed (Alan Saks, 2014).

After the selection stage, the next step is the placement of employees. The placement of a worker must be based on the job description and specifications that have been set by the company by adhering to the prinsp "the right man on the right place and the right man behind the job". Employee placement that is done properly and correctly in an institution will produce maximum work results. Because there is indeed a correlation between the placement of workers and work productivity. Workers who match their jobs will affect the quality and quantity of their work (Arrowsmith & Parker, 2013).

That is why, even though prospective Indonesian migrant workers have different educational backgrounds, they will certainly have different abilities, interests and competencies to support their performance. If the selection stage is not done properly and correctly, it will undoubtedly cause problems in the future. Starting from misplacing workers to affect work productivity and have an impact on company operations. The Ministry of Manpower has also announced the renewal of the Decree of the Director General of Binapenta and PKK (Construction) Manpower Placement and Expansion of Employment Opportunities) which contains the placement of destination countries for Indonesian migrant workers during the new normal adaptation period during the pandemic.

LITERATURE REVIEW
Selection Process
That is a process or company activity to select and determine who is accepted as an employee or rejected among applicants. In HR management, this activity is a continuation of recruitment activities. So the mechanism is, after several applicants who match the qualifications needed by the company are collected, an election is made to then be determined as accepted employees (Rotolo et al., 2018). The steps of the selection process are:

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1. Acceptance of a cover letter or job application
2. Initial interview
3. Psychological tests or psychological / psychiatric tests
4. Check references
5. Interview during the selection process
6. Approval from the immediate supervisor
7. Physical health tests
8. Briefing or orientation

The purpose of selection is to get the right and suitable employees for certain positions or positions in the company. Selection is a two-way process, where the company offers a job position with decent compensation, while prospective workers evaluate the company and the attractiveness of the position with the rewards offered (Arrowsmith & Parker, 2013). There are various selection techniques commonly applied by companies. This indicates that there is actually no perfect way to select. Each method has limitations and obstacles in selecting, including:

1. There is a difference between a person's ability and what he will do in relation to his motivation.
2. The needs of individuals / people are not the same in different situations. In this case with respect to the functioning of the individual and his environment.
3. The changing corporate climate, as well as the existence of an unequal organizational environment
4. Failure to solve problems related to workers who cannot carry out their duties properly. This is due to errors in recruitment and job placement.

Job Placement
That is an activity to place a person / employee in a correct or appropriate position. The right placement will greatly affect the quantity and quality of work. According to Hurn, (2012) this activity is a continuation of the selection stage, which places someone who is accepted to work in his company in a job position that is needed. As for the procedure for placing employees, it is inseparable from the system used. The conditions for placing employees are as follows:

1. There should be authority to place employees on the basis of personnel lists. Where the list is generated from labor analysis.
2. Must have a reference in making comparisons with prospective employees.
3. There must be job applicants who will later be selected and placed

If it turns out that there is an error in placement, it is very necessary to have an adjustment program, namely (Zyngier & Venkitachalam, 2011):

1. Reposition the employee in a more appropriate position, namely in accordance with his expertise.
2. Delegate tasks according to the new position.

HR management not only regulates the placement procedure alone, but also the purpose of the job placement. The purpose of the job placement is the achievement of the right man in the right place. Proper placement of personnel in the right work position, in accordance with their area of expertise. In accordance with the Ministerial Decree No. 294 of 2020 regarding the placement of PMI during the new normal period, the Government of Indonesia opened the placement of PMI

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during the pandemic to support the acceleration of national economic recovery (Almaiah & Nasereddin, 2020).

Job Performance

A person's performance is a combination of ability, effort, and opportunity that can be judged by the results of his work. In essence, performance is what employees do or don't do. The performance of each worker is an important factor that affects the success or failure of a company or organization. In [6] states, performance is a result that has been achieved by individuals with their work behavior in carrying out work activities. According to Jaya, et al., (2019) performance achievement criteria include:

1. work quantity, its measurement using the calculation of outputs produced by the process or the implementation of work activities. In this case about the resulting amount.
2. Quality of work, measurement based on the level of satisfaction, i.e. how well it is completed.
3. Punctuality, in this case is the conformity between the time that has been determined and the performance shown. The high and low performance of the workers can also be seen from the punctuality.

Research Hypothesis

Selection Process had the positive and significant influence to job performance of Indonesian Immigrant Wordker as intervening variables.

RESEARCH METHODOLOGY

The method used in this study is an explanation with a quantitative approach quantified with the Likert Scale. The concept in this study is the performance of Indonesian migrant workers with the independent variable is the selection process and the intervening variable is job placement. The interview (interview) as well as the distribution of questionnaires and interviews are data collection techniques used in this study. The data analysis technique applied is SEM analysis which to 100 respondents as research objects with a tolerance value of alpha=5%. The probability sampling technique is with a simple sampling technique.

DISCUSSIONS AND RESULTS

SEM Analysis before modification:

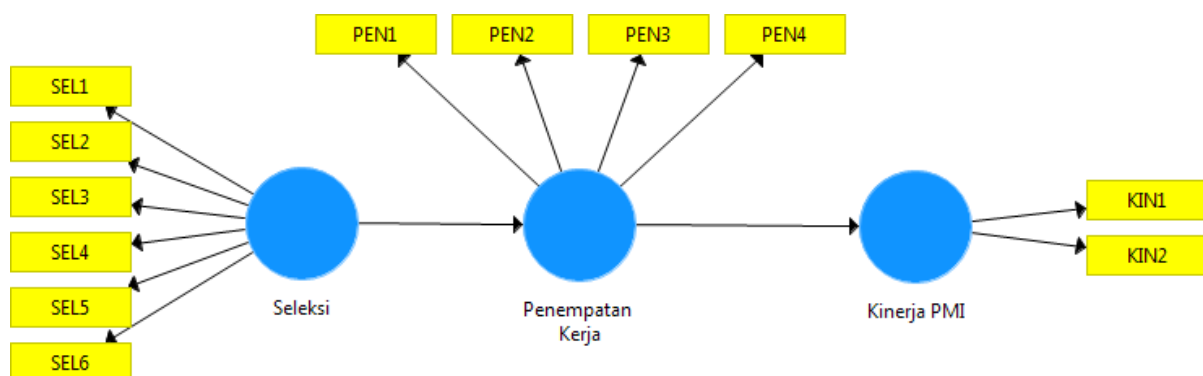**Figure 1. SEM Research Framework Before Modified**
Sources: SEM (2020)

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On the figure above, analysis test done to define the measurement model result between constucts, and had the result as table 1 below:

Table 1. Outer Loading Test Results at Each Indicator Variables

	Performance PMI	Job Location	Selection Process
KIN1	0.954		
KIN2	0.939		
PEN1		0.903	
PEN2		0.947	
PEN3		0.966	
PEN4		0.896	
SEL1			0.659
SEL2			0.813
SEL3			0.762
SEL4			0.635
SEL5		0.424	
SEL6		0.688	

Sources: SEM (2020)

At the initial stage of research, the development of a loading value measurement scale of 0.5 - 0.6 was considered quite adequate. In this study, the loading factor limit used was >0.60. From table 1, it can be seen that the SEL5 indicator has an outer loading value<0.60 so that the indicator reduction is carried out by eliminating the SEL5 indicator in the selection process variable.

Table 2. Composite Reliability and Average Variance Extracted

	Cronbach's Alpha	rho_A	Composite Reliability	AVE	Statement
Immigrant Performance	0.885	0.897	0.945	0.896	Reliable
Job Location	0.946	0.948	0.961	0.862	Reliable
Selection Process	0.752	0.782	0.829	0.455	Unreliable

Sources: SEM (2020)

Validity and reliability criteria can be known from the reliability value of a construct and the AVE or Average Variance Extracted value of each construct. It will be said to be high reliability if the value reaches 0.70 and the AVE is more than 0.50. From table 2 for the selection process, the AVE value reached <0.50 due to one of the indicators of the selection process that did not meet the criteria. So it is necessary to reduce the SEL5 indicator.
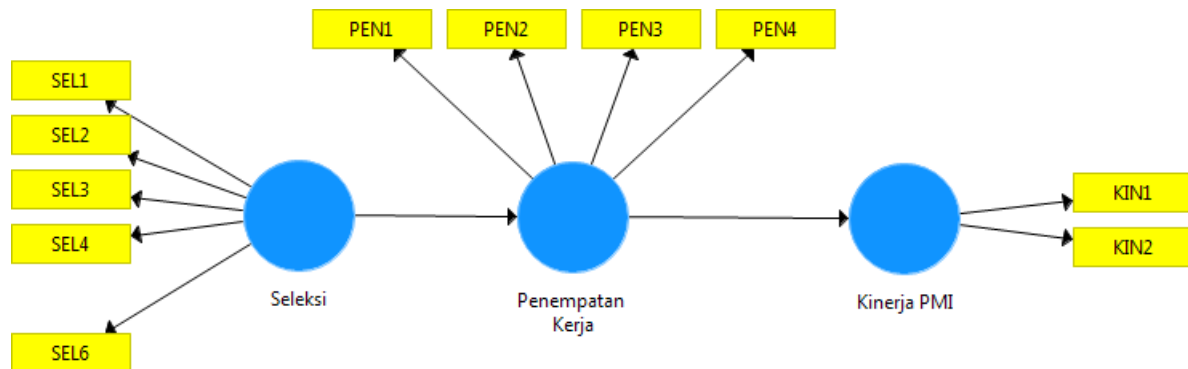
SEM Analysis As figured below:

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Figure 2 . Research Analysis Result by SEM

Pada Gambar 2, dilakukan pengujian untuk menentukan hasil model pengukuran antar konstruk setelah model dimodifikasi. Laludiperoleh hasil demikian pada Tabel 3.

Table 3. Outer Loading Test Result at Indicators Variables

	Performance PMI	Job Location	Selection Process
KIN1	0.954		
KIN2	0.939		
PEN1		0.903	
PEN2		0.947	
PEN3		0.966	
PEN4		0.896	
SEL1			0.686
SEL2			0.818
SEL3			0.758
SEL4			0.659
SEL6			0.685

Sources: SEM (2020)

Table 3 explains that the correlation value of the construct with the variable in already meets the criteria because the loading factor value is more than 0.60.

Table 4. Validity Results of Each Indicators Variable

	Remarks
KIN1	valid
KIN2	valid
PEN1	valid
PEN2	valid
PEN3	valid
PEN4	valid
SEL1	valid
SEL2	valid
SEL3	valid

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	Remarks
SEL4	valid
SEL6	valid

Sources: SEM (2020)

Based on Table above, it shown that each indicator considered valid since already met the outer model test criterias.

Table 5. Result of Outer Loading of the Manifest Variable

	Original Sample	P Values
KIN1 □ Kinerja PMI	0.954	0.000
KIN2 □ Kinerja PMI	0.939	0.000
PEN1 □ Penempatan	0.908	0.000
PEN2 □ Penempatan	0.948	0.000
PEN3 □ Penempatan	0.964	0.000
PEN4 □ Penempatan	0.891	0.000
SEL1 □ Proses Seleksi	0.686	0.000
SEL2 □ Proses Seleksi	0.818	0.000
SEL3 □ Proses Seleksi	0.758	0.000
SEL4 □ Proses Seleksi	0.659	0.000
SEL6 □ Proses Seleksi	0.685	0.000

Sources: SEM (2020)

Based on the table above, shown that endogenos variable already had the good adn fit *discriminant validity* and the total score of indicator P-values < 0.05.

Table 6. Composite ReliabilitydanAverage Variance Extracted

	Cronbach's Alpha	rho_A	Composite Reliability	AVE	Statement
PMI Performance	0.885	0.897	0.945	0.896	Reliable
Job Location	0.946	0.948	0.961	0.862	Reliable
Selection Process	0.775	0.790	0.845	0.524	Reliable

Sources: SEM (2020)

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Table 7. The Total Effect of Each Variable

	Original Sample	P-Values
Job Location – Job Performance	0.675	0.000
Selection Process – Job Performance	0.194	0.004
Selection Process – Job Performance	0.287	0.002

Sources: SEM (2020)

Table 7 shows the magnitude of influence between one variable and another variable and can be written in the structural equation model as follows:
1. PMI Performance = 0.675 Job Placement + e1
2. PMI Performance = 0.194 Selection Process + e2
3. Job Placement = 0.287 Selection Process + e3

Hypothesis:
The selection process has a positive and significant influence on the performance of Indonesian migrant workers through job placement as an intervening variable

The results showed that the selection process had a positive and significant effect on the performance of Indonesian migrant workers through job placement as an intervening variable which means that the better the selection process carried out which means that it is expected that the better the achievement of the performance of Indonesian migrant workers through the right worker placement process. This can be seen from the large influence between the two variables with a significant intermediary variable, namely 0.194 (p- values = 0.004<0.05). The measurement equation model for the performance variables of Indonesian migrant workers obtained in this study is:
1.   KIN1= 0.954 Kinerja PMI + γ1 got p values <0.05 (Quality)
2.   KIN2= 0.939 Kinerja PMI + γ2 got p values <0.05 (Quantity)

The elaboration of each measurement equation shows that each indicator between constructs is significant.

The implementation of employee selection according to the qualifications required by the company reflects the expectations of the organization to realize its organizational goals. The implementation of the selection that is carried out properly will make the company obtain prospective workers in accordance with the position needed by the company. Employees who are accepted will be happy and satisfied if placed in a place or position that suits their abilities (Adiguzel, et al., 2021)

Proper placement of workers will make employees more motivated and eager to do their jobs. So that it can provide the best performance for the company. In addition, when the worker has been placed in a place that suits his interests, he will like the environment where he can work more and show his capabilities due to the influence of other factors arising from within him such as communication and social relationships also become support for him to potentially support company operations (Haryonor, 2021).

The Indonesian government also to realize its policy, namely the opening of selection for migrant workers during the pandemic, must pay attention and determine the appropriate placement. Not only that, Indonesian migrant workers must also be equipped with knowledge in order to adapt to new habits in the work environment. So that PMI can work well and can improve its performance. The government must also ensure that the policies and regulations

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imposed by the countries where PMI will work are conducive. Especially for current conditions, the Government of Indonesia can temporarily close the placement of migrant workers to countries with a high number of cases exposed to Covid-19.

Especially the issue of health protocols at work. What is the government's policy there in bearing the costs incurred due to health protocols. PMIs who will be placed in certain sectors or fields that allow these PMIs to be vulnerable to exposure to the Covid-19 virus. Proper placement accompanied by policies from the government can improve the performance of the PMI. Not only that, there is a need for monitoring of all P3MI (Indonesian Migrant Worker Placement Companies) so that they always apply disciplined health protocols when carrying out the PMI placement process.

It is also important to pay attention to the selection process for migrant workers in the midst of a pandemic, namely medical tests. The good health condition of PMI can improve their performance. In the administrative test, migrant workers must explain the background condition of the disease to ensure their condition is safe or not before the medical test is carried out. For migrant workers who have a background of disease, they are expected not to work temporarily as migrant workers because it will be a risk to their own health and safety.

Based on the results of data processing, it was obtained that research respondents were dominated by workers who were female (55%) and workers who were male (45%). Previously, the management already knew what the needs of the company were. Through the selection process carried out, the management knows which migrant workers can be placed in the field of work in the company. Based on data from the National Agency for the Placement and Protection of Indonesian Workers (BNP2TKI), over the past 10 years, the number of female migrant workers is far higher than that of male migrant workers. This is because the country's need for domestic work is high. Therefore, female migrant workers should be placed in jobs that are not related to heavy and high-risk work such as in construction, plantations, mining and so on. Likewise, male migrant workers can be placed with jobs that cannot be done by migrant workers which have been determined during the selection process.

Based on the results of the study, most respondents had a high school education background followed by those with a junior high school level education background and some were even only at the elementary level. The education possessed by migrant workers is very important. At least alternative education that they can apply at work. So is the case with working knowledge. Skills and expertise must be acquired during practical work. Migrant workers with elementary to junior high school education should be placed in technical jobs and not in managerial or analytical thinking jobs. Also supported by providing training can improve their skills and abilities. In addition, the impact can also provide a new experience for these migrant workers.

Supported based on data from the National Agency for the Placement and Protection of Indonesian Workers (BNP2TKI), the positions given to migrant workers are domestic workers, Caregiver/Caretake, Plantation Worker, Operator, Deck Hand, and so on. Therefore, from these positions, migrant workers can be placed according to the education they have received, in accordance with the selection process.

CONCLUSIONS AND SUGGESTIONS

Based on the research that has been carried out, namely regarding the influence of the selection process on the performance of Indonesian migrant workers through job placement as an intervening variable, a conclusion was concluded that, variable X1, namely the selection process has an influence positive and significant to the intervening variables which in this case are variable Y (performance) and variable Z (job placement). The results of the

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study hypothesized that there is a positive and significant relationship between the selection process and employee performance with job placement variables as intervening variables acceptable.

Therefore, the advice given by the author is that there should be an increase in the effectiveness of the worker selection process before placement. In certain positions, so that employee performance can increase. The management in charge of this process must always innovate in terms of job placement. Both in terms of selection, consideration and others in a better direction. Providing briefing for prospective Indonesian migrant workers who will be departed is also useful to support the improvement of their abilities.

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