



Effect of Academic Achievement, Work Experience and Age on Placement of Subordinates

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Abstract: This article analyzes the influence of academic achievement, work experience, age on the placement of subordinates, so that management in an institution or company is able to place a work position and position according to their functions and expertise. The method of writing this Literature Review article is the library research method, which originates from online media such as Google Scholar, Mendeley and/or other academic online media. The results of this article are that: 1) Academic achievement influences the placement of subordinates; 2) Work experience influences the placement of subordinates; and 3) Age has an effect on the placement of subordinates. Apart from these 3 exogenous variables that affect the endogenous variables of placement of subordinates there are many other factors including marital status, physical and mental health.

Keywords: Academic Achievement, Work Experience, Age, Subordinate Placement

INTRODUCTION

A good organizational structure must be based on competent and professional human resources, this greatly influences the progress of an institution, company and agency, so that the right people are needed to fill the appropriate placement positions to carry out their duties according to their functions.

We all understand that competence and professionalism will greatly affect a person's performance in an institution, company and agency, someone who is an expert in their field will have a good academic history, work experience and knowledge maturity in their fields, if academic history, academic achievement, work experience and all aspects that affect the placement of subordinates and support the progress of institutions, companies or agencies, this will be important factors for placing subordinates in carrying out their work, based on empirical experience many institutions, companies or agencies always question Curriculum vitae or known as A CV that aims to find out more about a prospective employee so that the CV is actually a general description for a leader to place prospective employees on their expertise in accordance with the existing CV.

Ideally, institutions, companies and agencies should carefully consider the recruitment of employees, by looking at the eligibility criteria in performance, to fill subordinate positions to assist the performance of the leadership in carrying out their duties.

Human resources in the company is one of the important factors to achieve its goals and objectives through the cooperative effort of a group of people in it. The resources in question are employees, so that the achievement of company goals depends on how employees can develop their abilities, both in the areas of knowledge, skills, and attitudes. Employees who have good knowledge, skills and attitudes will certainly work optimally, so that companies can manage human resources more effectively and efficiently.

In analyzing in depth about the factors that influence the placement of subordinates, leaders need clear insight, theory and application in recruiting and placing strategic positions in an institution, company or agency, on the other hand if leaders do not have competence, analysis and specific criteria in placement of subordinates this will make a lack of optimization of companies, institutions, agencies.

Therefore this article will discuss the factors that influence specifically the variables that influence the placement of subordinates by leaders, namely the influence of Academic Achievement, Work Experience, and Age, on Placement of Subordinates, by the leadership in an institution, or company.

Based on the background, the problems that will be discussed can be formulated in order to build hypotheses for further research, namely:

- 1) Does Academic Achievement affect the Placement of Subordinates?
- 2) Does work experience affect the placement of subordinates?
- 3) Does Age affect the Placement of Subordinates?

LITERATURE REVIEW

Placement of Subordinates

Placement is a policy made by superiors to subordinates to carry out the assignment or reassignment of workers/employees to their new jobs, based on consideration of certain expertise, skills or qualifications (Amalia 2017). Employee placement is the reassignment of an employee to a job in order to place the employee as an element of the executor of work in a position that is in accordance with his abilities, skills and expertise, which is carried out by the leadership in a planned manner to determine where the employee is placed (placement) and when replacement will be carried out, matters This is part of the organization's strategic planning (Siahaan & Bahri, 2019).

According to (Mathis and Jackson, 2012), placement is the placement of a person in an institution, company to the right job position, according to expertise, this is focused on suitability and matching between knowledge, skills, and abilities of people with the characteristics profession

According to (Rafii & Andri, 2015) Hasibuan said there are six placement indicators: Education level, education level as a measure of expertise, years of service, as a history of expertise and dedication, work experience, as a benchmark for testing expertise, promotions as personal added value, work skills, as special skills, knowledge work, as a person's cognitive insight, with and the purpose of employee placement is to place the right person and position according to their interests and skills, so that the existing human resources in an institution, the company will be productive. The right placement is an effort to optimize abilities, skills towards work performance for employees, employees on duty.

The placement of subordinates has been extensively researched by previous researchers, including: (Darwisyah et al., 2021), (Mulyani et al., 2020), (Sivaram et al., 2020), (Agussalim et al., 2016), (Sivaram et al., 2019), (Somad et al., 2021), (Ridwan et al., 2020a).

Academic achievement

Academic achievement is a personal assessment in the form of numbers or letters that indicate an achievement level of success in an educational outcome target, due to the optimal learning effort that has been taken by a person. Academic achievement focuses on the grades or numbers achieved by someone who attends education in the learning process at school or college. This value is usually seen from the cognitive side to measure the mastery of knowledge that has been achieved in learning outcomes (Chairiyati, 2013)

Academic achievement on campus or university can be measured through the Grade Point Average (GPA) and Grade Point Average (GPA) and accompanied by timeliness in completing education. Thus, it can be said that academic achievement is an indicator of mastery of lecture material that has been achieved by students, and grades (GPA/GPA) can be used as a benchmark for final learning outcomes from mastery of these various subjects in tertiary institutions. The Grade Point Average (GPA) is a measure of the success of a student's academic achievement which is grouped based on the ability of individual students by looking at the results of a student's studies in the current semester. The GPA grouping is as follows: very good (GPA ≥ 3), good (GPA 2.50 – 2.99) moderate (GPA 2.00 – 2.49), poor (GPA < 2.00) (Private University of Jakarta, 2007) (Chairiyati, 2013)

From the theory above, appropriate indicators for academic achievement are scores in the form of numbers or letters on a high GPA or GPA, the existence of certificates of expertise and training, and the timeliness of completing education.

Academic Achievement has been extensively researched by previous researchers, including: (Ceylan & Elitok Kesici, 2017), (Desfiandi et al., 2019).

Work Experience

Work experience is a measure of the length of time or working period that has been taken by someone in understanding the tasks of a job (Foster in Zahro, 2018). According to (Marwansyah in Wariati, 2015) work experience is a knowledge, skill, and ability possessed by employees to carry out responsibilities from previous jobs.

According to (Singgih and Bawono, 2010), defines "work experience as a process of learning and increasing the potential for developing good behavior from formal and non-formal education, can also be interpreted as a process of bringing someone to a pattern of better behavior". From some of the theories above, the authors take several indicators regarding work experience, namely, length of service, understanding assignments, having proven skills, broad knowledge.

Work experience has been extensively researched by previous researchers, including: (Mamangkey et al., 2015), (Mahaputra, 2022), (Sudiarso, 2022), (Kasman & Ali, 2022), (Ismail et al., 2022), (Mukhtar et al., 2017), (Djamaluddin, S., Rahmawati, D., & Ali, 2017).

Age

The results of multiple regression analysis using the partial test found that there is a positive and not significant effect of working age on employee work performance, this is indicated by the calculated t value which is greater than t table, namely $1.742 > 1.66388$ and the opportunity value (sig) of the test is 0.085 which means greater than 0.05. these results indicate that working age has a positive and not significant effect on employee performance. For agencies, to pay more attention to each age of employees, because the more productive age is expected to be more effective and efficient in carrying out performance that will be able to produce optimal work performance so that it will have a positive impact on the progress of the agency (Hasibuan et al, 2016).

This section contains data (in summary form), data analysis and interpretation of results. Results can be presented with tables or graphs to clarify the results verbally, because sometimes

the illustrative display is more complete and informative than the display in narrative form. This section must answer the research problem or hypothesis that has been formulated previously

The factors that influence the Placement of Subordinates by Leaders have actually been widely studied by other researchers, so the author needs to briefly describe the relevant research related to this article as in : (BAstAri, A., & Ali, 2020), (Suleman et al., 2020).

Table 1: Relevant Previous Research Results

No	Author (year)	Previous Research Results	Similarities to this Article	Difference with this article
1.	(Siahaan & Bahri, 2019)	The Influence of Placement, Motivation, and Work Environment on Employee Performance	Placement Effect As a variable Y with other indicators	The Effect of Employee Placement on Employee Performance
2.	(Rafii & Andri, 2015)	The Effect of Employee Recruitment and Placement on Employee Performance	The Effect of Placement as a Variable Y with other indicators	The Effect of Employee Placement on Employee Performance
3.	(Chairiyati, 2013)	Relationship Between Academic Self-Efficacy and Academic Self-Concept with Academic Achievement	Effect of Work Performance as a Variable X2	The Effect of Academic Self-Concept on Achievement Shaped academic
4.	(Purwaningsih, Syahrum, Agung, 2016)	The Effect of Work Experience and Employee Placement on Employee Performance	The influence of work experience affects work placement	Work experience and work placement together have no significant effect on employee productivity
5.	(Sosiawan Ma'mun, 2021)	The Influence of Appropriateness of Work Placement on Employee Performance	Academic Achievement factor becomes an important factor	The different variables in the appropriate work placement on employee performance

RESEARCH METHODS

The method of writing scientific articles is the qualitative method and literature review (Library Research). Examining theories and relationships or influences between variables from books and journals both offline in libraries and online sourced from Mendeley, Scholar Google and other online media.

This study uses the library research method, namely; this type of qualitative research. In general, in every research discussion obtained in the literature and sources, and or the latest findings regarding the role of leadership in the organization of Islamic educational institutions. Second, analyze everything findings from various readings, relating to the shortcomings of each source, the strengths or relationships of each about the discourse discussed in it. According to Kaelan, in library research sometimes has descriptive and also has historical characteristics (Kaelan, 2010).

In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory in nature, (Ali, H., & Limakrisna, 2013).

For this reason, in library research, collecting books must be done in stages, because to get all the needs mentioned above, they can be produced through libraries, books, articles, or journals related to the discussion to be studied, using data from various sources. These references are collected by reading (text reading), reviewing, studying, and recording literature that is related to the issues discussed in this paper. Data collection techniques, in this case the

author will identify discourse from books, papers, or articles, magazines, journals, the web (internet), or other information related to writing titles to look for things or variables in the form of notes, transcripts, books, newspapers, magazines and so on related to the study of the role of leadership in the organization of Islamic educational institutions. Meanwhile, as a data analysis model, this study uses a descriptive analysis model.

FINDINGS AND DISCUSSION

Based on relevant theoretical studies and previous research, the discussion of this literature review article can be analyzed further regarding the effect of each variable as follows:

1. The Effect of Academic Achievement on Subordinate Placement

According to (Siswanto 2005: 89) the factors that must be considered in the placement of workers are as follows: 1. Academic achievement factors Academic achievements that have been achieved by employees while attending the education level, beforehand must get consideration in placing where the employee concerned must carry out the duties and work, and develop authority and responsibility.

Academic achievement that needs to be considered is not only limited to academic achievement which is the last level of education concerned. But more than that, the academic achievements that have been achieved at the level of education that he has experienced must also be considered. For example, a worker who has passed the selection process with a bachelor's degree in economics will have high academic achievements during college, especially in the field of economics. This needs to be considered, but it should also be considered how the achievements obtained from elementary school to senior high school, in addition to the achievements obtained while the employee concerned was in college. Employees who have high academic achievement must be placed in tasks and jobs that are expected of them. able to carry it out, even though the tasks and jobs are considered heavy, that is, they require great authority and responsibility. only has relatively low authority and responsibility.

Previous experienced educational background must also be taken into consideration in placing the person concerned to work. For example, a Bachelor of Economics must be placed in a job related to the economics field. The Economics Vocational School must be placed in the administration and finance section. education and training, and so on. This is intended to place the right workforce in the right position as well. In addition to the academic achievements that have been achieved during education, achievements obtained based on the selection that has been carried out, must also receive consideration in the placement of employees. Selection achievements that is actually what the leadership can prove directly, especially those directly in charge of the workforce selection activities in terms of obtaining and compiling all data. something to do with employees.

Academic Achievement influences Subordinate Placement, this is in line with research conducted by: (Cimermanová, 2018), (Ceylan & Elitok Kesici, 2017), (Octavia & Ali, 2017),

2. The Effect of Work Experience on the Placement of Subordinates

Experience working in similar jobs that have been experienced before, needs to be considered in the context of the placement of these employees. The reality shows that there is a tendency that the longer working the more experience the employee has. On the contrary, the shorter the working period, the less experience gained A lot of work experience gives a tendency that the person concerned has relatively high expertise and work skills. Conversely, the limited work experience one has, the lower the level of expertise and skills possessed by the employee concerned. The work experience one has, is sometimes more valuable than a high level of education.

The classic saying goes: "experience is the best teacher." Work experience is a person's main capital to get involved in a field of work. In organizations where the volume of work is not very large, it is more likely to consider the work experience possessed by the workforce, rather than education that has been completed at a level/level previously experienced by the employee concerned. Employees based on experience can directly hold a task and job, they only need relatively short training and instructions. On the other hand, employees who only rely on educational background and the degree they hold, are not necessarily able to carry out the tasks and work assigned to them. They need to be given training and instructions that take up a lot of time and money. Because the theory that has been obtained from the education bench is sometimes different from the practice in the field of work.

Work Experience has an effect on Subordinates Placement, this is in line with research conducted by: (Sudiarso, 2022), (Mahaputra, 2022).

3. The Effect of Age on the Placement of Subordinates

The results of multiple regression analysis using the partial test found that there is a positive and not significant effect of working age on employee performance, this is indicated by the t count value which is greater than t table, namely $1.742 > 1.66388$ and the opportunity value (sig) of the test is 0.085 which means greater than 0.05. these results indicate that working age has a positive and not significant effect on employee performance. For agencies, to pay more attention to each age of employees, because the more productive age is expected to be more effective and efficient in carrying out performance that will be able to produce optimal work performance so that it will have a positive impact on the progress of the agency (Hasibuan et al, 2016).

This section contains data (in summary form), data analysis and interpretation of results. Results can be presented with tables or graphs to clarify the results verbally, because sometimes the illustrative display is more complete and informative than the display in narrative form. This section must answer the research problem or hypothesis that has been formulated previously. Age influences the Placement of Subordinates, this is in line with research conducted by: (Pasaribu et al., 2022), (Eprianto et al., 2021).

Conceptual Framework

Based on the formulation of the problem, theoretical studies, relevant previous research and discussion of the influence between variables, the framework of this article is processed as follows. Using the concept (Literature Review MSDM):

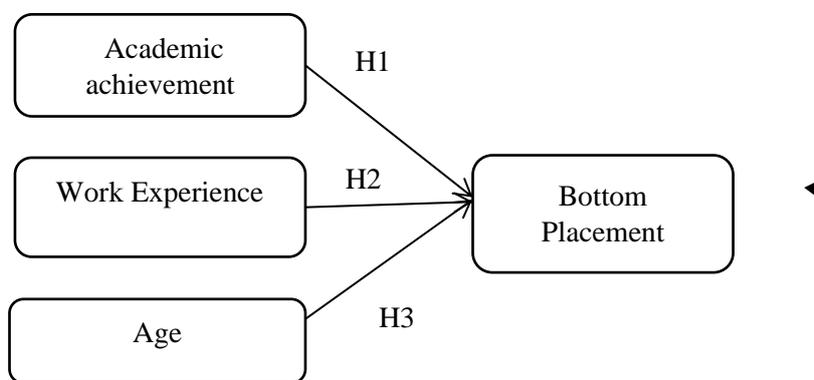


Figure 1: Conceptual Framework

Based on the conceptual framework picture above, then: Academic Achievement, Work Experience, and Age are explained regarding the influence on Subordinate Placement.

Apart from these three exogenous variables that affect the placement of subordinates, there are many influencing factors, so there are many other variables that affect the placement of subordinates as follows:

- 1) Marital status, health, (Werther & Davis, 2004), (Larasetiati & Ali, 2019), (Fahmi & Ali, 2022), (Hernikasari et al., 2022), (Ali et al., 2016), (Ilhamalimy & Ali, 2021).
- 2) Education (Mangkunegara, 2007), (Al Hafizi & Ali, 2021), (Wijaksono & Ali, 2019), (Masruri et al., 2021), (Chong & Ali, 2022), (Chong & Ali, 2021), (Ridwan et al., 2020b), (Widodo et al., 2020), (Bimaruci et al., 2020), (Maida et al., 2017).
- 3) Physical and Mental Health, skills (Sastrohadiwiryono, 2002), (Saputra et al., 2021), (Yeni et al., 2019), (Larasati et al., 2018), (Elmi et al., 2016).

CONCLUSION AND RECOMMENDATION

Conclusion

- 1) Academic Achievement Influences the Placement of Subordinates
In the placement of subordinates need to pay attention to academic achievement. If good academic performance will have a positive impact on work results and work productivity, so that it is very influential in considering skills for workers, usually good performance will result in innovation, and good skills in placing subordinates in strategic parts
- 2) Work Experience Influences the Placement of Subordinates.
Influential work experience, work placement, so that positions at work help every employee to advance educational institutions and companies efficiently, this illustrates that experience is a skill that is honed and tested over a long time
- 3) Age Affects the Placement of Subordinates.
With a young age, it is hoped that productivity will also be better, this will be an important consideration in placing subordinates in a strategic task.

Recommendation

Therefore the authors suggest that each indicator in the placement of subordinates must be based on a clear theory, so that the factors of progress in the field of management will be supported by good human resources, and in the end will give birth to productivity, satisfactory results and skills according to clear indicators.

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