

# The Influence of Employee Selection, Job Placement, Work Experience, Job Training, and Reward on Employee Work Productivity in the Trade Office West Nusa Tenggara Province



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**ABSTRACT:** This research aims to determine the influence of employee selection, job placement, work experience, job training, and reward in increasing employee work productivity at the Trade Office of West Nusa Tenggara Province. This type of research is quantitative with multiple linear regression analysis methods, t-test, f-test, coefficient of determination test, and applying saturated sample methods, namely taking all 57 employees of the Trade Office of West Nusa Tenggara Province as samples. The data obtained came from interviews, questionnaires, books, and journals. This research found that the variables of employee selection, job placement, work experience, and job training were positively and significantly correlated with increasing work productivity. However, the reward variable did not significantly increase work productivity. Simultaneously, all variables have an impact on increasing work productivity. Meanwhile, testing the coefficient of determination shows that all independent variables can explain the work productivity variable by as much as 47%.

**KEYWORDS:** Selection, Placement, Experience, Training, Reward, Productivity

## I. INTRODUCTION

Workforce is one of the main components that cannot be ignored if you want to improve the capabilities of an organization or agency. The workforce in agencies is usually called employees. It is a valuable asset for an agency that must be developed to continue progressing and surviving in business development (Fransisca, 2016). An agency's success can not only be seen from adequate facilities but must also be supported by its employees' quality, abilities, and skills.

Productivity is an essential component that must be present if you want to operate an organization or agency. According to Stevenson in (Candra & Ojak, 2021), productivity is the ratio of resource use to the final result. The meaning of getting results is the condition of a person who works dynamically, where the quality of a person's work can change if influenced by things that can support his productivity. Meanwhile, according to Hasibuan in (Candra & Ojak, 2021), improvements in production techniques, work systems, materials, time, energy, and workforce skills can cause productivity to increase. So, if the employees have low productivity, the agency will have difficulty developing and competing. Therefore, agencies must have qualified, competent, and competitive employees to build and increase agency growth (Yulastri, 2018).

Work productivity is a condition where employees can create goods or services optimally in a short time (Yulastri, 2018). Different levels of employee work productivity are still a problem that needs to be analyzed in depth because by studying it, you can find out how to use employees in developing an agency. So, to increase employee work productivity, agencies need to consider several factors, such as employee selection, job placement, work experience, job training, and reward.

Selection is an activity carried out by an agency to search for and determine prospective employees who meet the criteria so that they have the right to be accepted to work at the agency (Kartawan et al., 2018). The success of the selection process can be seen in the employees who are born as having a high level of work productivity. Research conducted by (Denok, 2018; Siska & Jacky, 2018; Sudirman et al., 2023) found that selection positively and significantly correlates to increasing work productivity. However, based on research (Atmajati, 2017; Fatimah, 2019; Rinaldi & Alifah, 2022), selection did not significantly impact increasing work productivity.

Job placement is an activity carried out to place employees in positions based on the qualifications required by the agency (Atmajati, 2017). This job placement can increase work productivity because if employees are placed in positions that suit their capacity, their performance level will be more effective and efficient, and vice versa. This research aligns with the opinion

## **The Influence of Employee Selection, Job Placement, Work Experience, Job Training, and Reward on Employee Work Productivity in the Trade Office West Nusa Tenggara Province**

(Atmajati, 2017; Sudirman et al., 2023; Wisdalia, 2018) that job placement positively and significantly correlates to increasing work productivity. Meanwhile, opinions from (Hasbi, 2022; Pungky et al., 2017) found that job placement did not significantly impact increasing work productivity.

Work experience is a type of work that a person has been involved in to provide the opportunity to do a better job in the future (Imran, 2017). With work experience, it is hoped that employees can solve various problems and increase their work productivity. Research from (Ardika, 2014; Imran, 2017; Yulastri, 2018) found that work experience positively and significantly correlates to increasing work productivity. However, research from (Permana & Mansur, n.d.; H. Rizki, 2011) found that work experience did not significantly impact increasing work productivity.

Job training is an activity provided by agencies to foster knowledge, skills, and positive attitudes in their employees so that they can provide benefits to the agency's sustainability (Prabu & Daslan, 2017). Job training can increase work productivity because employees can hone their abilities by holding job training, making it easier to do their work. Research results from (Fransisca, 2016; Hasbi, 2022; Prabu & Daslan, 2017) found that job training positively and significantly correlates to increasing work productivity. However, research from (Pungky et al., 2017; M. Rizki, n.d.) found that job training did not significantly impact increasing work productivity.

Rewards are awards from agencies to employees to make employees more active in working (Ansory & Indrasari, 2018). These rewards can motivate employees to increase their work productivity further. Research results from (Ita et al., 2016; Lestari et al., 2021) found that reward positively and significantly correlates to increasing work productivity. However, this research is contradicted by (Feby et al., n.d.; Kurniawan et al., 2016; Pawastri et al., 2018), who found that rewards did not significantly impact increasing work productivity.

The Trade Office of West Nusa Tenggara Province is a government agency whose task is to assist provincial government affairs in trade and market management. Employees at the Trade Office of West Nusa Tenggara Province must have high work productivity to increase the quality of their service to the community and agencies. However, the results of interviews with the Head of the Licensing and Business Order Division stated that not all employees at the Trade Office of West Nusa Tenggara Province are skilled at work. They have different levels of ability to complete their work. Some employees complete their work quickly, precisely, and easily understand their tasks, while others are slow in completing their work.

After a selection process, the Trade Office of West Nusa Tenggara Province immediately places new employees in positions that match their educational background, skills, and abilities. Researchers found that all employees have work experience over different periods, so employees try to provide maximum quality work. However, in certain types of work, such as going into the field, employees experience some difficulties and, therefore, need guidance and direction from the agency.

In addition, based on the results of interviews with General Functional Performance Analysis Employees, it was stated that the Trade Office of West Nusa Tenggara Province rarely held internal training because it was constrained by cost. In fact, by having internal training, agencies can clearly understand what abilities and skills their employees need. She also said that the Trade Office of West Nusa Tenggara Province never gave rewards to employees who excelled, such as providing bonuses, even though giving rewards is essential to increase employee motivation and work enthusiasm.

Of the phenomena and differences found in the gap research, this research aims to determine the influence of employee selection, job placement, work experience, job training, and rewards on employee work productivity at the Trade Office of West Nusa Tenggara Province.

## **II. LITERATUR REVIEW**

### **A. Productivity**

Productivity is the ratio between employees' final results in their work and the sacrifices made, such as time, energy, and thoughts. According to J. Ravianto in (Sofyan, 2013), if an employee can produce more products than other employees simultaneously, that employee is considered productive. According to Husein in (Yulastri, 2018), productivity has two essential aspects: effectiveness and efficiency. The effectiveness aspect refers to optimal income or work income, and the efficiency aspect refers to how the work is carried out.

If an agency wants to achieve its goals, it must use its employees best. Because without employees, the agency will not be able to run smoothly. Employee work productivity indicates an agency's success and can be used as a benchmark for achieving its goals (Sofyan, 2013). Therefore, agencies must produce employees who have high productivity because then all assigned tasks can be carried out effectively and efficiently.

There are many activities agencies can carry out to increase employee work productivity, such as providing job training, creating a safe and comfortable environment, giving rewards to employees, etc. Meanwhile, according to Gomes in (Candra &

## **The Influence of Employee Selection, Job Placement, Work Experience, Job Training, and Reward on Employee Work Productivity in the Trade Office West Nusa Tenggara Province**

Ojak, 2021), skills, knowledge, ability, attitude, and behavior are components of increasing work productivity. According to (Sofyan, 2013), the elements that can increase work productivity are ability, wages, environmental conditions, motivation, level of education, attitude, work agreement, and technology implementation.

### **B. Employee Selection**

Selection is a series of recruitment processes to select prospective employees based on the agency's requirements. According to (Kadek & John, 2019), selection is an activity related to deciding which prospective employees are suitable for a predetermined job. This selection aims to assess the suitability of prospective employees who will carry out their duties for the agency's progress. It can be evaluated in terms of work experience, knowledge, level of education, and training attended.

In the selection process, interviewers must provide prospective employees with fair, equal, and consistent treatment (Rizeki & Soni, 2007). Apart from that, implementing employee selection must also be done objectively, honestly, carefully, and without discrimination. It aims to ensure that prospective accepted employees meet the required job requirements and make it easier to provide guidance, regulation, and development of employees (Suwarto & Muslya Siti, 2015).

According to Casteller in (Rizeki & Soni, 2007) explains that several factors cannot be ignored in employee selection activities, namely:

- 1) Collect and examine information about prospective employees to make decisions.
- 2) Provide assessments to prospective employees to determine their suitability.
- 3) Provide information to prospective employees about the agency so they can decide to work there.

It is essential to pay attention to these factors so that agencies are selective in selecting employees because this selection process is the first step in choosing productive employees.

H1 = There is relationship between employee selection (X1) with work productivity (Y)

### **C. Job Placement**

After going through the selection stage, the next step in the recruitment process is to place employees who have passed the selection in the positions required based on their qualifications, such as work experience, skills, knowledge, abilities, and the training or coaching they have attended (Nurul et al., 2019). When employees are placed in suitable positions based on their qualifications, this can make it easier for them to complete the work assigned to them and increase their productivity.

According to Safrizal in (Sudirman et al., 2023), several essential things must be considered in placing employees: academic achievement, physical and mental health, experience, age, and marital status because these things will significantly influence employee performance. Therefore, agencies should not be careless in placing employees in a position because it could have fatal consequences if they are not selective.

H2 = There is relationship between job placement (X2) with work productivity (Y)

### **D. Work Experience**

Work experience is a valuable indicator of a person's level of expertise in a particular field of work. Work experience is usually assessed by the period a person needs to pursue a lot of work (Ardika, 2014). This work experience is required for everyone and agencies that want to recruit new employees. Because employees with a lot of work experience are more agile and skilled in carrying out the work assigned to them, their productivity level is also high. That is also beneficial for the agency because employees who have work experience can complete their tasks on time. According to (Tiyan, 2017), work experience has several essential indicators, namely:

- 1) Years of service  
A person's experience can be determined by how long the person has worked.
- 2) Level of insight and skills  
The longer someone is in the world of work, the more their insight and skills in a field of work will increase.
- 3) Level of proficiency with work and equipment  
A person's level of proficiency in a job or in using equipment can be seen from the length of time that person has been involved in a particular field of work.
- 4) Field of work

Someone who has worked in more than one field will perform better.

H3 = There is relationship between work experience (X3) with work productivity (Y)

# The Influence of Employee Selection, Job Placement, Work Experience, Job Training, and Reward on Employee Work Productivity in the Trade Office West Nusa Tenggara Province

## E. Job Training

To improve the quality of the workforce, an agency must hold job training to increase the knowledge and develop the skills of its employees. Job training contributes to the progress and success of a company or agency (Kadek & John, 2019). Training is an activity that improves the quality of employee work quickly by improving mastery of skills and work implementation techniques (Melmambessy, 2011).

Job training aims to provide all employees with equal understanding to help accelerate the agency's growth, encourage the achievement of the agency's goals, and increase work commitment (Kadek & John, 2019). According to Moses in (Kadek & John, 2019), several stages need to be carried out when an agency wants to hold job training, namely:

- 1) Find out what abilities and skills employees need.
- 2) Determine the training goals and objectives to be achieved.
- 3) Determine benchmarks for success and training methods that will be used.
- 4) Conduct trials to implement and evaluate to correct errors that occur during training.

H4 = There is relationship between job training (X4) with work productivity (Y)

## F. Rewards

Employees are the primary key to the sustainability of the agency. Because employees enormously influence agency growth, if the agency wants to increase employees who are more productive at work, it can reward employees who complete their jobs well. Rewards are recognition agencies give to employees who have achievements in carrying out their work (Pawastri et al., 2018).

The reward can be given if employees perform work that exceeds the targets set by the agency and can complete their tasks well. By providing these rewards, employees have high motivation and want to be superior in carrying out their duties, which is expected to increase work productivity (Lestari et al., 2021). Other employees will also be motivated, so they will flock to complete their tasks as best as possible. According to Nawawi in (Winda et al., 2018), several factors can be used as benchmarks in implementing a reward system, namely:

- 1) Rewarding employees can be done by looking at the difficulty level of the work.
- 2) Every agency has competitors. Therefore, agencies can reward employees so they don't move to another agency.
- 3) Employees' contributions to improving the agency's progress can be used as reference material for giving rewards.
- 4) Administration, which contains aspects of agency budget planning, can also be used as a benchmark in determining reward-giving policies.

Agencies can provide rewards in various forms, such as bonuses, certificates, salary increases, holidays, job promotions, welfare benefits, and many more.

H5 = There is relationship between reward (X5) with work productivity (Y)

H6 = There is a simultaneous relationship between employee selection (X1), job placement (X2), work experience (X3), job training (X4), and reward (X5) with work productivity (Y)

## G. Thinking Framework

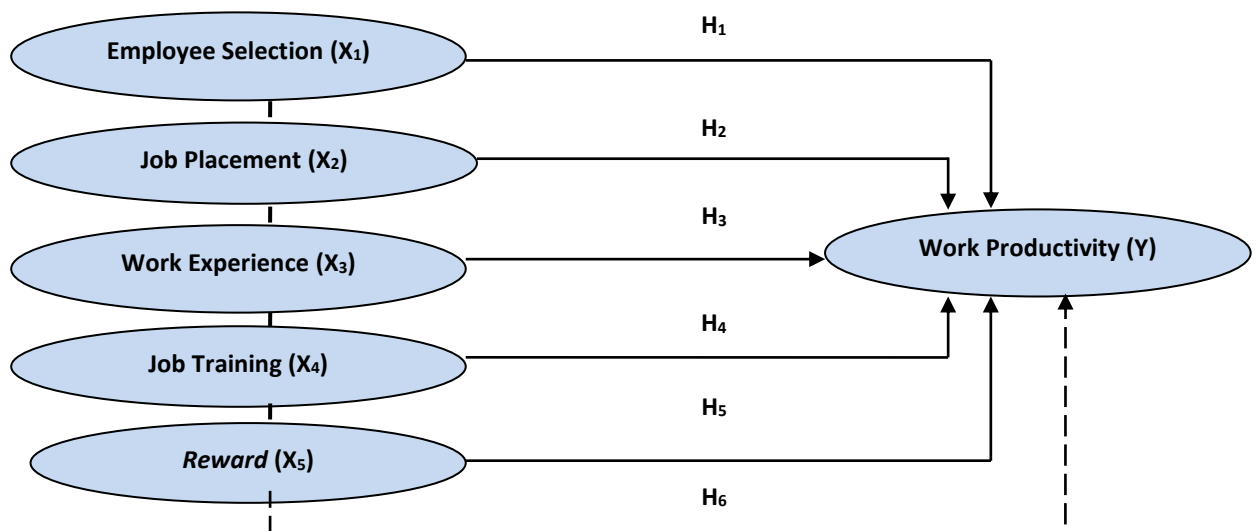


Figure 1. Thinking Framework

# The Influence of Employee Selection, Job Placement, Work Experience, Job Training, and Reward on Employee Work Productivity in the Trade Office West Nusa Tenggara Province

## III. RESEARCH METHODS

Quantitative research is a research design applied to this research, which is obtained through numbers and then analyzed into statistical data (Sugiyono, 2013). The population in this study was 57 employees, so all employees of the Trade Office of West Nusa Tenggara Province were sampled using a saturated sample because the population was relatively small (less than 100) (Sugiyono, 2013). Meanwhile, the data sources used are primary sources, such as conducting interviews and giving written questionnaires to employees, and secondary sources used as information reinforcement, such as taken from books and journals related to research. The analytical methods applied are multiple linear regression tests, t tests, f tests, and coefficient of determination tests with the help of the SPSS 22 program.

## IV. RESEARCH RESULT AND DISCUSSION

### A. Research Results

#### Multiple Linear Regression Test

Apart from estimating the value of the dependent variable if the value of the independent variable increases or decreases, this analysis also attempts to assess the relationship (positive or negative) between the independent variable and the dependent variable (Wibowo et al., n.d.).

**Table 1. Multiple linear regression test results**

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.612	3.323		1.087	.282
Employee Selection	.292	.095	.354	3.067	.003
Job Placement	.222	.109	.221	2.045	.046
Work Experience	.193	.087	.238	2.211	.032
Job Training	.267	.122	.228	2.185	.034
Reward	.001	.045	.002	.015	.988

a. Dependent Variable: Work Productivity

Source: SPSS Data Processing Results (2023)

The results of the multiple linear regression test can be seen with the following equation:

$$Y = 3,612 + 0,292 X1 + 0,222 X2 + 0,193 X3 + 0,267 X4 + 0,001 X5 + e$$

The meaning of this equation is:

- 1) The constant number 3,612 has the meaning that if the employee selection (X1), job placement (X2), work experience (X3), job training (X4), and reward (X5) variables have a value of 0, then work productivity will still have a value of 3,612.
- 2) If the variables of employee selection (0,292), job placement (0,222), work experience (0,193), job training (0,267), and reward (0,001) increase, then the productivity variables will also increase by the coefficient of each variable and all the independent variables have a positive relationship with the work productivity.

### Hypothesis Test

#### Partial test (t-test)

The t-test attempts to ascertain whether the independent variable has a single (partial) influence on the dependent variable on the regression coefficient used in the research (Wibowo et al., n.d.). The decision regarding the t-test is based on the calculated t count > t table or the significance number < 0,05, which means a partial relationship between the independent and dependent variables and vice versa.

In this research, to find out the influence of the independent variable partially on the dependent variable, it can be seen from Table 1 where the calculated t count for the variable employee selection, job placement, work experience, and job training are sequentially (3,067, 2,045, 2,211, 2,185) > t table 2,028 and the significance level sequentially are (0,003, 0,046, 0,032, 0,034) < 0,05. In this way, accepting Ha and rejecting H0 means these variables positively and significantly correlated with increasing work productivity. But the reward variable has a t count of 0,015 < t table 2,028 and a significance level of 0,988 > 0,05, so accepting H0 and rejecting Ha means that reward does not significantly influence increasing work productivity.

# The Influence of Employee Selection, Job Placement, Work Experience, Job Training, and Reward on Employee Work Productivity in the Trade Office West Nusa Tenggara Province

## Simultaneous test (f test)

The F-test is carried out to ascertain whether the independent variable can influence the dependent variable simultaneously. The decision regarding the f test is based on whether the calculated f count > f table or the significance number < 0,05 means that the variable simultaneously influences the dependent variable.

**Table 2. F test results**

### ANOVA<sup>a</sup>

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	125.116	5	25.023	11.115	.000 <sup>b</sup>
Residual	114.814	51	2.251		
Total	239.930	56			

a. Dependent Variable: Work Productivity

b. Predictors: (Constant), Reward, Job Placement, Job Training, Work Experience, Employee Selection

*Source: SPSS Data Processing Results (2023)*

Simultaneous data processing obtained a calculated f count of 11,115 > f table 2,47 and the significance number of 0,000 < 0,05, meaning that the variables were employee selection (X1), job placement (X2), work experience (X3), job training (X4), and reward (X5) has a simultaneous effect on increasing work productivity (Y).

## Analysis of the Coefficient of Determination

The coefficient of determination aims to determine the extent of participation of the independent variable (X) in the rise and fall of the dependent variable (Y) in the regression equation (Wibowo et al., n.d.).

**Table 3. Coefficient of determination test results**

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.722 <sup>a</sup>	.521	.475	1.50042

a. Predictors: (Constant), Reward, Job Placement, Job Training, Work Experience, Employee Selection

*Source: SPSS Data Processing Results (2023)*

From processing the determination coefficient, the magnitude of the influence of the independent variable on the dependent variable can be seen from the Adjusted R Square, which is 0,475, which means that the variable of employee selection, job placement, work experience, job training, and reward are only able to explain the work productivity variable by 47%. In comparison, variables not considered in this analysis were influenced by 53%.

## B. Discussion

### The influence of employee selection on work productivity

From the partial test, it is stated that employee selection is positively and significantly correlated to increasing work productivity of the Trade Office West Nusa Tenggara Province employees as evidenced by the calculated t count 3,067 > t table 2,028 and the significance number 0,003 < 0,05, thus causing H1 to be accepted and H0 to be rejected.

This selection is essential because, through this section, the agency can find out the qualifications and shortcomings of prospective employees from several questions or written tests so that later, the agency will have a clear picture of which prospective employees are suitable to be accepted or rejected.

This research explains that employee selection has a good correlation with work productivity. Through the selection process, such as the interview stage, written test, and medical test, the agencies can see the background of prospective employees, such as education, work experience, health level, and what training and coaching they have attended, because all of this will influence the quality of the employee's work. Therefore, implementing a selection system is the first step in screening productive employees.

The finding of this research is strengthened by a study from (Denok, 2018; Siska & Jacky, 2018; Sudirman et al., 2023), which found that selection has a positive and significant correlation to increasing work productivity.

# **The Influence of Employee Selection, Job Placement, Work Experience, Job Training, and Reward on Employee Work Productivity in the Trade Office West Nusa Tenggara Province**

## **The influence of job placement on work productivity**

From the partial test, it is stated that job placement is positively and significantly correlated to increasing work productivity of the Trade Office West Nusa Tenggara Province employees as evidenced by the calculated t count 2,045 > t table 2,028 and the significance number 0,046 < 0,05, thus causing H2 to be accepted and H0 to be rejected.

This research explains that job placement has a good correlation with work productivity. Because if employees are placed in positions that match their skills, abilities, experience, knowledge, and training they have attended. It will make it easier for employees to complete their work on time and increase productivity. Based on the results of distributing questionnaires, most employees at the Trade Office West Nusa Tenggara Province were placed based on their qualifications so that they could carry out their work effectively and efficiently.

The finding of this research is strengthened by research from (Atmajati, 2017; Nurul et al., 2019; Sudirman et al., 2023; Wisdalia, 2018), which found that job placement has a positive and significant correlation to increasing work productivity.

## **The influence of work experience on work productivity**

From the partial test, it is stated that work experience is positively and significantly correlated to increasing work productivity of the Trade Office West Nusa Tenggara Province employees as evidenced by the calculated t count 2,211 > t table 2,028 and the significance number 0,032 < 0,05, thus causing H3 to be accepted and H0 to be rejected.

This research explains that work experience has a good correlation with work productivity. Because if employees have a lot of work experience, they will be more skilled and agile when working, so their work will feel more accessible, and their performance results will also be better. Based on the results of distributing questionnaires and interviews, all employees at the Trade Office West Nusa Tenggara Province have work experience over different periods, so they have good quality work, are agile in completing their work, can work together with a team or superiors and can reduce the level of errors in their work.

The findings of this research are strengthened by research from (Ardika, 2014; Imran, 2017; Octavianus et al., 2018; Yulastri, 2018), which found that work experience has a positive and significant correlation with increasing work productivity.

## **The influence of job training on work productivity**

From the partial test, it is stated that job training is positively and significantly correlated to increasing work productivity of the Trade Office West Nusa Tenggara Province employees as evidenced by the calculated t count 2,185 > t table 2,028 and the significance number 0,034 < 0,05, thus causing H4 to be accepted and H0 to be rejected.

The Trade Office West Nusa Tenggara Province rarely holds internal employee training because costs constrain it. However, the employees often participate in training provided by external parties in collaboration with the Trade Office West Nusa Tenggara Province. It aims solely to hone employee's abilities and skills regarding job procedures. The findings from this research explain that job training is closely related to work productivity because the more training activities employees participate in, the more honed their skills and abilities regarding work mechanisms will be, giving rise to good work productivity.

The finding of this research is strengthened by research from (Fransisca, 2016; Hasbi, 2022; Octavianus et al., 2018; Prabu & Daslan, 2017), which found that job training has a positive and significant correlation to increasing work productivity.

## **The influence of rewards on work productivity**

From the partial test, it is stated that rewards do not have a significant influence on the work productivity of the Trade Office West Nusa Tenggara Province employees, as evidenced by the calculated t count 0,015 < t table 2,028 and the significance number 0,988 > 0,05, thus causing H5 to be rejected and H0 to be accepted.

The Trade Office West Nusa Tenggara Province never rewards employees who excel in the form of bonuses, allowances, or incentives because government agencies are prohibited from doing this. However, the rewards often given are social rewards such as praise and recognition for success at work. However, employees feel this is normal, so their motivation is stagnant at work, and they cannot increase productivity.

The findings of this research are strengthened by research from (Feby et al., n.d.; Kurniawan et al., 2016; Pawastri et al., 2018), which found that reward did not correlate significantly with increasing work productivity.

## **V. CONCLUSIONS**

This research found that employee selection, job placement, work experience, and job training have a positive and significant effect on increasing the work productivity of the Trade Office West Nusa Tenggara Province employees. In contrast, the reward variable does not significantly increase the work productivity of the Trade Office West Nusa Tenggara Province employees. As for the Adjusted R Square value of all independent variables is 0,475, meaning employee selection, job placement, work experience,

## The Influence of Employee Selection, Job Placement, Work Experience, Job Training, and Reward on Employee Work Productivity in the Trade Office West Nusa Tenggara Province

job training, and reward can only influence work productivity by 47%. In comparison, variables not considered in this analysis are controlled 53%.

It is hoped that the results of this research can provide considerations for the Trade Office West Nusa Tenggara Province to conduct internal training so that it has clear targets regarding what abilities and skills are needed by its employees so that the output from the training can be more structured in helping to increase employee work productivity. Apart from that, the head of the Trade Office West Nusa Tenggara Province must also pay more attention to the reward system, which they feel is capable of increasing the work productivity of their employees. The researcher also suggests that further research uses other independent variables that might increase work productivity. That is because the independent variables used in this research have influenced work productivity by 47%.

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## The Influence of Employee Selection, Job Placement, Work Experience, Job Training, and Reward on Employee Work Productivity in the Trade Office West Nusa Tenggara Province

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