The Effect Of Recruitment, Selection, And Placement Of Work Positions On Employee Performance

[1]Melly Nindiya, [2]Ibnu Haris Nasution

[1,2]Dian Nusantara University

ARTICLE INFO	ABSTRACT
Keywords: Recruitment, Selection, Placement, Employee Performance.	The purpose of this study is to determine the effect of recruitment, selection and job placement on employee performance. This study uses quantitative research methods with data collection techniques through questionnaires and supported by secondary data. The data analysis method used is multiple linear regression analysis. The number of samples is 102 respondents from employees of PT Mitra Karsa Utama.The results of this study partially show that the recruitment variable has no positive and significant effect on employee performance at PT Mitra Karsa Utama. Partially, the selection variable has no positive and significant effect on the performance of employees of PT Mitra Karsa Utama. Partially the placement variable has a positive and significant influence on the performance of employees of PT Mitra Karsa Utama. And simultaneously recruitment, selection, to placement shows an influence on employee performance.
Email : ibnu.haris.nasution@undira.ac .id	

INTRODUCTION

In every company, there must be some problems caused by either problems related to human beings, or the system implemented in the company. The abilities, skills, and work results shown by an employee in carrying out their duties and responsibilities at work. Employee performance can be measured through the achievement of predetermined targets, work productivity, quality of work results, and quality of work in teams. In every company there must be a strategy or a way to be able to handle or maintain every problem that will arise even in every company there must be a preventive action in each company, these problems usually narrow down to the most sacred impact, namely the decline in employee performance in a company .

(Hermawati & Indriyani, 2019) quoted from(Primary & Mildawani, 2022)explains that performance is short for kinetic energy Performance. While recruitment is a process used to obtain employees with skills that suit the needs of a particular company. According to (Zainal et al., 2018) cited (Christopher & Suryawan, 2022) from argues that selection is a process carried out after completing recruitment which includes human resource management activities. Placement of employees is a follow-up to selection, namely placing prospective employees who are accepted in the job positions they need and at the same time delegating authority to other people.(Sari et al., 2022)

METHODS

In quantitative research, data analysis is a process after data from all respondents or other data sources are collected. The design of this study uses a quantitative approach. Data analysis activities include grouping data according to variables and types of respondents, tabulating data based on variables from all respondents, and presenting data from each of the variables studied. In this study, the method of data analysis is descriptive statistics, which are used to describe or describe the data as collected without drawing generalizations or conclusions. According to(Sugiyono, 2019)The population is a generalization area consisting of objects/subjects that have certain qualities and

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characteristics determined by the researcher to be studied and then drawn conclusions. The population in this study are permanent employees who work at PT Mitra Karsa Utama. In this study the saturated population and samples taken were all employees of PT. Mitra Karsa Utama with a population of 102 people who will be used as a saturated sample in this study. The scale model used is the Likert Scale, where the Likert scale has goodness where there are variations in the level of decisions with weights or values for each answer. Testing the validity and reliability test is the Alphs Cronbach technique. Statistical tests carried out include: Validity Test, Reliability Test, Linear Analysis, Correlation Coefficient Test,

Employee performance

Performance comes from performance or actual performance, work performance or actual achievements achieved by a person. The definition of performance is the performance of work in quality and quantity presented by an employee in carrying out his duties in accordance with the responsibilities given to him.(Lawu et al., 2019). According to Kasmir, 2019 in (Sutrisno, 2021) says "performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period." Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibility of each in an effort to achieve the goals of the organization concerned legally, not violating the law in accordance with morals and ethics(Kadek et al., 2022).

Performanceis the result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. Performance can also be defined as the result of carrying out a job, both physical/material and non-physical(Akbar et al., 2022). Performance is the result of someone's work that describes the quality and quantity of work that has been done. Performance from one person to another may differ, due to different driving factors. Employee performance is very important because the performance of an employee in an institution will determine the effectiveness of the institution's performance(Frimayasa & Lawu, 2020). Performance is the result of the achievement of work achieved by a person based on binding requirements in predetermined work to be able to achieve company goals effectively and efficiently(Sahadewa & Rahmawati, 2021).

Recruitment

According to(Cashmere, 2019), Recruitment is an activity to attract a number of applicants to be interested and apply to companies according to the desired qualifications. According to Edy Soetrisno Recruitment is a process of seeking, holding, finding, and attracting applicants to be employed in an organization. According to(Hasibuan, 2017)Recruitment is an effort to find and influence prospective workers so they want to apply for vacancies offered by a company. Recruitment is a process that produces a number of qualified applicants for a job in a company or organization. Or recruitment is the process of looking for, finding, inviting, and establishing a number of people, both from within and outside the company as prospective workers with certain characteristics as specified in the HR planning.(Edo Tekkay et al., 2022).

Selection

The employee selection process is a very important part of the entire human resource management process because in an organization there are a group of employees who meet organizational demands or not really depends on how carefully the selection process is carried out. When a pool of applicants has been obtained through various recruitment activities, the selection process begins. The selection process consists of several specific steps that are taken to decide which

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applicants will be accepted and which applicants will be rejected. The selection process starts from receiving applications and ends with a decision on the application(Siagian, 2015).

According to Indahingwati & Nugroho (2020) in(Chintya Prima Prihandini, 2022)Employee selection is the process of selecting prospective employees who have the qualifications according to job requirements. Selection activities are carried out to reduce some of the number of applicants, so that the best employees are obtained. Without quality employees, it is difficult for companies to achieve success. Selection is the process of selecting a group of applicants who best meet the selection criteria for available positions within the company according to Rahim, Ruslan, and Nur (2018) in(Edo Tekkay et al., 2022). Araika & Margahana (2019) in(Primary & Mildawani, 2022)stated that selection is the main stage used to get qualified employees and later be able to occupy job positions according to their expertise.

Placement of Work Positions

According to (Anshori (2019) cited in(Edo Tekkay et al., 2022)Placement is the process or filling of positions or reassigning employees to new tasks or positions or different positions. Most of the placement tasks are taken over by line management, in this case the employee's direct supervisor. According to Said, Serang & Suriyanti (2018) in(Caniago et al., 2023)stated that work placement is the process of assigning tasks and jobs to workers who have passed the selection to be carried out according to a predetermined scope, and are able to take responsibility for all risks and possibilities that occur for the tasks and work, authority and responsibility. Appropriate and appropriate work placement is a motivation that generates enthusiasm and high morale for someone in doing a job. Employee placement is an important aspect of an institution, and according to (Yona & Yulita, 2019) it relates to various organizational interests and the interests of the employees themselves. (Rumawas, W.

Conceptual Framework

The conceptual framework in this study aims to clarify the direction of the research which shows that there is a relationship between Recruitment, Selection, and Placement conflicts that affect employee performance. Then the conceptual framework of this research can be described as follows:
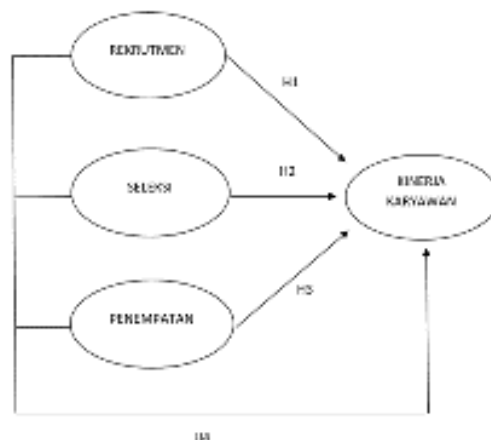

Figure 1. Framework

Hypothesis

H1: Recruitment has an effect on employee performance
H2: Selection Affects Employee Performance

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H3: Placement has an effect on Employee Performance

RESULTS AND DISCUSSION

Validity test

Validity test is a form of tool used to measure and determine the legitimacy or validity of a questionnaire that has been distributed. A valid instrument if the instrument can be used to measure the appropriate variables(Ghozali, 2011). This study uses a method which consists of comparing the calculated r value with the r table value, which means that n is the number of samples and k is the number of independent variables. The results of validity testing in this study are as follows:

Table 1 Validity Test

No	Variable	Statement	Corrected Total Correlation	R Table	Information
1		X1.1	.377	0.194	Valid
2		X1.2	.517	0.194	Valid
3		X1.4	.518	0.194	Valid
4	Recruitment Process (X1)	X1.5	.494	0.194	Valid
5		X1.6	363	0.194	Valid
6		X1.7	487	0.194	Valid
7		X1.8	445	0.194	Valid
8		X1.9	381	0.194	Valid
9		X1.10	468	0.194	Valid
10		X2.1	290	0.194	Invalid
11		X2.3	382	0.194	Valid
12		X2.4	291	0.194	Valid
13	Selection (X2)	X2.5	404	0.194	Valid
14		X2.6	380	0.194	Valid
15		X2.7	304	0.194	Valid
16		X2.8	390	0.194	Valid
17		X2.9	363	0.194	Valid
18		X3.1	298	0.194	Valid
19		X3.2	382	0.194	Valid
20		X3.3	488	0.194	Valid
21		X3.4	615	0.194	Valid
22	Work Placement Position (X3)	X3.5	421	0.194	Valid
23		X3.6	541	0.194	Valid
24		X3.7	315	0.194	Valid
25		X3.8	524	0.194	Valid
26		X3.9	608	0.194	Valid
27		X3.10	507	0.194	Valid
28		Y1	454	0.194	Valid
29		Y2	259	0.194	Valid
30		Y3	479	0.194	Valid
31	Employee Performance (Y)	Y4	564	0.194	Valid
32		Y5	426	0.194	Valid
33		Y6	522	0.194	Valid
34		Y8	518	0.194	Valid
35		Y9	605	0.194	Valid

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| 36 | Y10 | 377 | 0.194 | Valid |

Source : IBM SPSS 26 Year 2023

Based on the results of the validity test conducted by researchers using IBM SPSS 26 of 2023, it can be seen that as many as 102 statements are used as indicators of the recruitment process, selection, work placement positions and employee performance with all r counts > 0.194 (r table value). It can be concluded that all items in the questionnaire are declared valid and can be used for further testing.

Reliability Test

To test the reliability of the SPSS program, it can be seen from the value of Cronbach's Alpha on the results of the Reliability Statistics. If the Cronbach's Alpha value is greater than 0.60, the instrument in this study is said to be reliable.

The following is a table of reliability test results:

Table 2 Reliability Test Results

Variable	Cronbach's Alpha	N of items	Information
Recruitment Process (X1)	745	10	Reliable
Selection (X2)	725	10	Reliable
Work Placement Position (X3)	758	10	Reliable
Employee Performance (Y)	764	10	Reliable

From table 2 above it can be seen that the four main variables of the Recruitment Process, Selection, Work Position Placement and Employee Performance have Cronbach alpha > 0.60 so that it can be said that all statements used in this research questionnaire are reliable. From these results, it can be concluded that the aspects of employees are used in further research.

Normality test

In carrying out the normality test, the regression model can be said to be normally distributed if the significance value in the Kolmogrov – Smirnov test table is greater than 0.05. The table below shows the results of the normality test using the test. Kolmogrov – Smirnov.
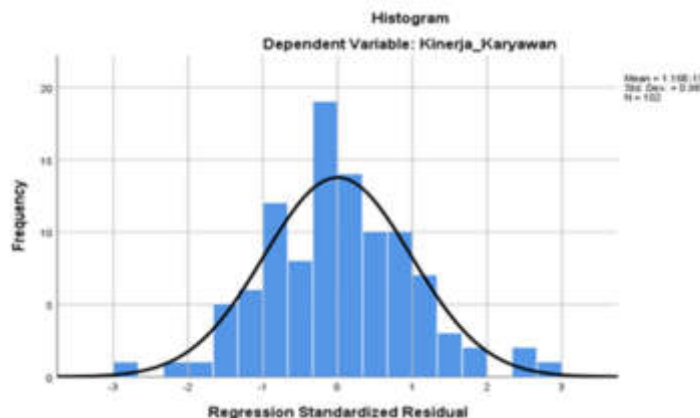

Figure 2. Histogram Graphic Analysis Test Results

Based on Figure 2, the Regression Standardized Residual histogram forms a bell-like curve, so the residual value is declared normal or the data is normally distributed.
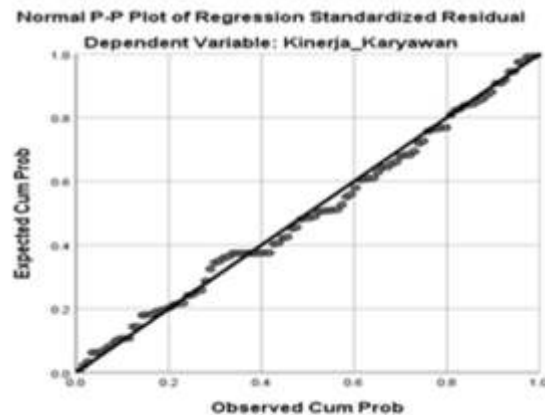
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Figure 3. Graphical Normality Test (P-Plot)

Based on the output above, it can be concluded that the existing points always follow and approach the diagonal line. Therefore, it can be said that the residual values are normally distributed so that the normality requirements for the residual values for the regression analysis can be fulfilled.

To detect the normality of the data can also be done with non-parametric statistics with the Kolmogorov-Smirnov test. If the significance value of the Kolmogorov-Smirnov test is greater than 0.05, it means that the data is normal (Ghozali, 2017: 30).

Table 3 Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		102
Normal Parameters, b	Means	.0000000
	std. Deviation	1.66545629
Most Extreme	absolute	057
Differences	Positive	057
	Negative	-.048
Test Statistics		057
asymp. Sig. (2-tailed)		.200c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on table 3 above, it is known that the significance value in table One – Sample Kolmogrov Smirnov Test significance is 0.200 or greater than 0.05. Therefore, it can be concluded that the regression model is normally distributed and can be used for further testing.

Heteroscedasticity Test

The heteroscedasticity test is part of the classic assumption test which aims to assess whether there are similarities in the variance of the residual values of the regression model. To determine the occurrence of heteroscedasticity symptoms, the Glejser test was used. Assessing whether there are symptoms of heteroscedasticity in a data can be seen from the significance value of the T-test which

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is the Glejser test result. It is said to pass heteroscedasticity if the sig value is 0.05. Following are the results of the heteroscedasticity test.>
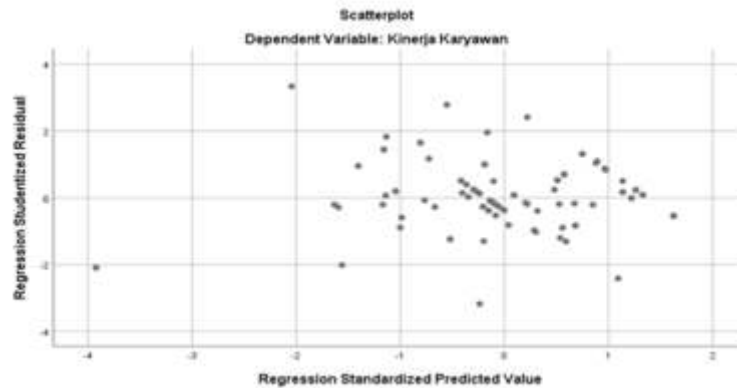

Figure 4. Heteroscedasticity Test Results

Based on Figure 4, it can be seen that there is no clear pattern, such as the dots extending above and below the number 0 on the Y axis, so the dots spread randomly, and do not form a specific pattern. This, it can be concluded that the data tested is free from heteroscedasticity.

Table 4 Heteroscedasticity Test Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	5,256	2003		2,624	010
	Recruitment Process	002	.060	002	.030	.976
	Selection	-.004	043	-.005	-.100	.921
	Job Placement Position	.885	059	.903	14,985	.000

a. Dependent Variable: Abs_Res

Based on Figure 4, it can be seen that the points spread randomly and are spread both above and below the number 0 on the Y axis. It can be said that there is heteroscedasticity in the regression model.

Multicollinearity Test

The multicollinearity test is a form of test that is used to see whether there are similarities between the independent variables of the regression model. The regression model itself can be considered to have a multicollinearity problem if there is a relationship or some form of correlation that exists between the independent variables. To avoid multicollinearity problems, the Variant Infaltion factor (VIF) value must be less than 10 or the tolerance value must be greater than 0.01

Table 5 Multicollinearity Test

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.	Collinearity Statistics	
		B	std. Error	Betas			tolerance	VIF
1	(Constant)	5,256	2003		2,624	010		

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Recruitment Process	002	.060	002	.030	.976	.462	2.162
Selection	-.004	043	-.005	-.100	.921	.745	1,343
Job Placement Position	.885	059	.903	14,985	.000	.523	1913

a. Dependent Variable: Employee Performance

In table 5 above, it can be seen that the values contained in the tablethe tolerance column of the three independent variables, namely workload, work stress, and work environment respectively, obtained values of 0.462, 0.745, and 0.523 greater than 0.1 and a VIF value of less than 10. Therefore, it can be concluded that there is no multicollinearity in the regression model and the data can be used for further testing.

Hypothesis Testing Results
Multiple Linear Regression Analysis

The following is a table of multiple linear analysis of the regression model used in the study.

Table 6. Results of Multiple Linear Regression Analysis

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	5,256	2003		2,624	010
	Recruitment Process	002	.060	002	.030	.976
	Selection	.004	043	-.005	-.100	.921
	Job Placement Position	.885	059	.903	14,985	.000

a. Dependent Variable: Employee Performance

Based on table 5 above the multiple linear regression equation mathematically can be known as follows:

$Y = a + b1 X1 + b2 X2 + b3 X3$

$Y = 5.256 + 0.02X1 + -0.004X2 + 0.885X3$

Thus, the effect of the Recruitment Process variable on employee performance is 0.2%, the Selection variable is 0.4%, and Work Position Placement is 88.5%.

Hypothesis testing
Determination Coefficient Test

The coefficient of determination is a test used to see how far the independent variable influences the dependent variable. In this case, to measure and find out how much influence the variables have, it can be seen from the percentage of results in the R Square column. In this case, the percentage shown in the R Square column table shows the magnitude of the influence described by the independent variable on the dependent variable. While the remainder of the percentage in the R Square column is explained by reasons that are outside this research model. Based on this explanation, the results of the determination coefficient test are as follows:

Table 7 Test Results for the Coefficient of Determination

Summary models

Model	R	R Square	Adjusted R Square	std. Error of the Estimate

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| 1 | .902a | .814 | .808 | 1691 |

a. Predictors: (Constant), Work Environment, Workload, Work Stress

Based on table 6 above, it can be seen in the R Square column table, the model in this study obtained a value of 0.808. In this case, it means that the large value of R2 makes the independent variables jointly affect the dependent variable.

T Test (Partial)

In testing the hypothesis partially this can be seen in the significance value. If the significance value is less than 0.05, it can be said that partially or individually the independent variables affect the dependent variable.

Table 8 Data on T Test Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	std. Error	Betas		
1	(Constant)	5,256	2003		2,624	010
	Recruitment Process	002	.060	002	.030	.976
	Selection	.004	043	-.005	-.100	.921
	Job Placement Position	.885	059	.903	14,985	.000

a. Dependent Variable: Employee Performance

Based on the results of table 8, it can be seen how much influence each independent variable partially (individually on the dependent variable) is as follows:

1. The influence of the Recruitment Process variable (X1) on employee performance (Y)
   In table 4.10 the calculated t value for the Recruitment Process variable is 0.030. So in this case t count (0.030) < t table (1.660) and a significant value of 0.976 > 0.05 so it can be concluded that the variable recruitment process has no significant effect on employee performance.
2. The effect of the selection variable (X2) on employee performance (Y) is -0.100. Then the t count on the selection variable (-0.100) < t table (1.660) and a significant value of 0.921> 0.05 so that it can be concluded that the selection variable has no significant effect on employee performance.
3. The influence of the variable Job Placement Position (X3) on employee performance (Y) In table 4.17 the value of t count on the variable Job Placement Position is 14,985. So in this case t count (14,985) > t table (1,660) and a significant value of 0.000 <0.05 so it can be concluded that the Job Placement Position variable has a significant effect on employee performance.

F test (ANOVA)

Table 9. F test results

ANOVAa

Model		Sum of Squares	Df	MeanSquare	F	Sig.
1	Regression	396,111	3	132037	16,752	.000b
	residual	725,128	92	7,882		
	Total	1121240	95			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Job Placement Position, Selection, Recruitment Process

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F Table = (nk) = (3; 102-3) = 3;100

Based on the table above, it is known that the calculated F value is greater than the F table (16,752 > 2.70), with a significance value of 0.000 <0.05. This means that variables X1, X2, X3 if tested together or simultaneously affect variable Y.

CONCLUSION

The selection of new employees in a company has several sources of assessment, both in terms of skills and attitude towards a job. However, to ensure that the worker can match the needs that go with the company's vision and mission, there are several factors that influence it or certain aspects that can influence it, such as during the recruitment process, during the selection (selection), and there is also influence for the placement position which later these three variables will have an impact on the employee's performance. I tried to do this phenomenon in the Outsourching company PT. Mitra Karsa Utama and processed it using IBM SPSS 26. The results of which are contained in chapter four of the discussion related to this research with the results namely: Partially, recruitment has no positive and significant effect on employee performance at PT Mitra Karsa Utama. Partially, selection has no positive and significant effect on employee performance at PT Mitra Karsa Utama. Partially, placement has a positive and significant effect on employee performance at PT Mitra Karsa Utama. Simultaneously. Recruitment, selection, and placement affect employee performance at PT Mitra Karsa Utama.

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