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The Effect of Recruitment, Selection, and Placement on Employee Performance

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Abstract

The objectives of this study are (1) to examine and analyze the effect of recruitment on performance of employees (2) To analyze the selection of employees performance, and (3) To analyze the placement of employees. The data was collected through observation, distributing questionnaires and interviews. The method that has been used in this research was descriptive (qualitative) and verification (quantitative), while the data was analyzed using a Structural Equation Modeling (SEM) with the Smart PLS version 3.2.9 program. The results of this study indicate that recruitment has a positive and significant effect on performance by tcount> ttable (5.705 > 1.996) at a significance level of 0.000 < 0.05, meaning that H0 is rejected and H1 is accepted. Next, the selection has a positive and significant effect on employee performance partially by tcount> ttable (3.309 > 1.996) at a significance level of 0.001 < 0.05. It means that H0 is rejected and H2 is accepted. Placement has a positive and significant effect on performance by tcount> ttable (4.907 > 1.996) at a significance level of 0.000 < 0.05. It mens that H0 is rejected and H3 is accepted. Theoretically, the results of this study contribute to the repertoire of knowledge, especially in the field of developing human resource competencies, namely employees performance.

1. Introduction

Human resources are an element that plays an essential role in the management system. This is because human resources are the main mover in an organization. Without human resources, an

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organization will not run well and will even stop altogether (Sirrullah et al., 2020; Fahrika et al., 2020). Snell and Bohlander stated that human resource management is a process that includes everything related to the organization and the people who run it. Human resources (HR) need to be managed professionally in order to achieve the stability between the needs of employees and the demands and capabilities of an agency or company (Susita et al., 2020). This stability is the main key for the company to be able to develop productively and fairly. With regulations on professional human resource management, employees are expected to work productively. Professional management of employees must start from the recruitment, selection, and placement of employees according to their abilities and career development (Ratnaningtyas et al., 2021).

One of the main aspects of management work related to Human Resources is the aspect related to Employee Performance (Samadara, 2020; Silaban, 2021). The success of an agency or company in achieving its goals is strongly influenced by the performance produced by employees (Rofingatun & Larasati, 2021). To achieve this goal, how should an organization get, develop, use, evaluate and maintain employees in quantity and quality. The various phenomena that occur are interesting to be discussed. However, due to the limited time and the ability of researchers, the research restriction only discusses the Recruitment, Selection, Placement that affect the Performance of Employees. This limitation is made so that this research is more focused and well-directed.

Table 1
Report of Educational Performance

No	Performance Achievement	Assessment	Percentage	Performance Target	Total
1	70-80	Enough	40%	100	99
2	81-90	Good	30%	100	75
3	>90	Very good	30%	100	75
					249

Based on table 1, it is explained that the performance of 249 employees is described as follows. There are 99 (40%) employees whose performance achievements are still in the category of sufficient, and 75 (30%) employees who get a good rating. Therfore, the current study is conducted to get scientific answers to questions as stated below. (1) Does recruitment significantly affect the performance of employees? (2) Does selection significantly affect the performance employees? (3) Does placement significantly affect the performance of employees?

2. Materials and Methods

The method of this research is descriptive quantitative, which describes the effect of the cause and effect relationship between the independent variables, namely recruitment (X1), selection (X2), and placement (X3). The dependent is Employee Performance (Y). The data collection used in this study included observation, distributing questionnaires and interviews. The methods that have been

used in this research are descriptive (qualitative) and verification (quantitative), and data processing using *Structural Equation Modeling* (SEM) PLS. The sample of this research is 153 employees.

3. Results and Discussions

The data processing technique uses Partial Least Square (PLS) requires two stages to assess the Fit Model of a research model. The stage is described as follows.

3.1 Evaluate Outer Model or Measurement Mode

There are three criteria in the use of data analysis techniques with Smart PLS to assess the outer model. They are convergent validity, discriminant validity and composite reliability.

A. Convergent Validity

The individual reflexive measure is high if they correlate more than 0.70 with the construct being measured. However, for research in the early stages of developing a measurement scale, the loading value of 0.5 to 0.6 is considered sufficient.

	Rekrutmen	b. Seleksi	c. Penempatan	d. Kinerja
A01	0.834			
A02	0.825			
A03	0.792			
A04	0.770			
A05	0.743			
A06	0.798			
A07	0.859			
B01		0.836		
B02		0.871		
B03		0.848		
B04		0.883		
C1			0.901	
C2			0.911	
C3			0.934	
C4			0.899	
C5			0.921	
C6			0.934	
D01				0.922
D02				0.883
D03				0.896
D04				0.865
D05				0.872
D06				0.857
D07				0.868
D08				0.852
D09				0.910
D10				0.865
D11				0.909
D12				0.833
D13				0.884

Figure1
Outer Loadings (Measurement Model)

Based on the results of processing using SmartPLS can be seen in Figure 1 above. The value of the outer model or the correlation between the constructs and the variables has met convergent validity because it has a loading factor value of 0.60. In conclusion, the constructs for all variables can be used to test hypotheses.

B. Discriminant Validity

A model is considered good if each loading value of each indicator of a latent variable has the largest loading value with other loading values on other latent variables. The results of the discriminant validity test are obtained as follows:

	Rekrutmen	b. Seleksi	c. Penempatan	d. Kinerja
A01	0.834	0.334	0.275	0.526
A02	0.825	0.317	0.160	0.559
A03	0.792	0.252	0.228	0.545
A04	0.770	0.333	0.254	0.556
A05	0.743	0.276	0.285	0.498
A06	0.798	0.273	0.190	0.493
A07	0.859	0.367	0.257	0.576
B01	0.228	0.836	0.218	0.395
B02	0.323	0.871	0.294	0.504
B03	0.387	0.848	0.272	0.553
B04	0.355	0.883	0.347	0.569
C1	0.268	0.292	0.901	0.546
C2	0.291	0.355	0.911	0.569
C3	0.287	0.303	0.934	0.595
C4	0.291	0.352	0.899	0.566
C5	0.211	0.250	0.921	0.464
C6	0.247	0.270	0.934	0.495
D01	0.605	0.566	0.582	0.922
D02	0.588	0.532	0.471	0.883
D03	0.654	0.566	0.553	0.896
D04	0.499	0.522	0.489	0.865
D05	0.563	0.462	0.514	0.872
D06	0.599	0.519	0.498	0.857
D07	0.575	0.537	0.499	0.868
D08	0.616	0.532	0.519	0.852
D09	0.579	0.565	0.507	0.910
D10	0.560	0.451	0.556	0.865
D11	0.632	0.525	0.554	0.909
D12	0.573	0.494	0.462	0.833
D13	0.575	0.545	0.550	0.884

Figure 2
Cross Loading Values

Based on Figure 2, it is known that the loading factor value for the indicator of the latent variable has a loading factor value that is higher than the loading factor value of other latent variables. That is, the latent variable has good discriminant validity of *Reliability dan Average Variance Extracted (AVE).*

C. Criteria for validity and reliability

It can also be seen from the reliability value of a construct and the Average Variance Extracted (AVE) value of each construct. The construct is considered to have high reliability if the value is 0.70 and the AVE is above 0.50. The results indicate that all variables used in this study are reliable and AVE 0.50 as recommended criteria.

D. Structural model testing (inner model)

The structural model in PLS is evaluated using R2 for the dependent variable and the path coefficient value for the independent variable, which is assessed for the significance based on the t-statistic value of each path. The structural model of this research can be seen in the following figure:

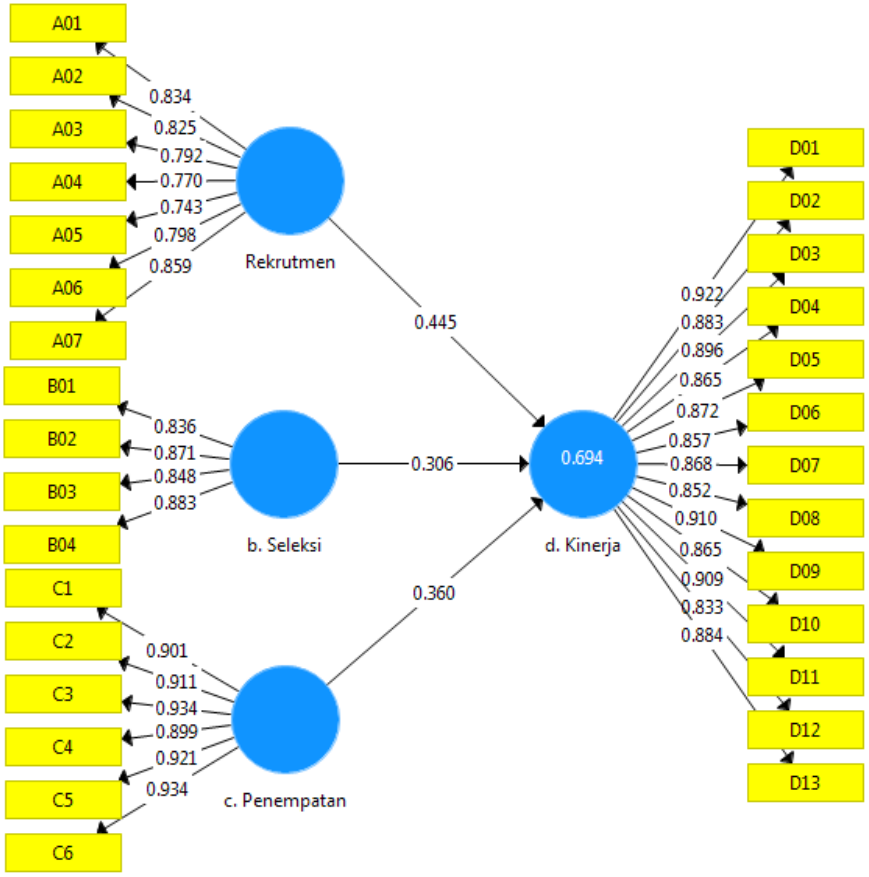

Figure 3
Structural model output display

To assess the significance of the prediction model in testing the structural model, the t-statistic value between the independent variables to the dependent variable should be examined as shown in the Path Coefficient image on the SmartPLS output.

Next, the hypothesis testing is carried out based on the results of the Inner Model (structural model) test, which includes r-square output, parameter coefficients and t-statistics. To see whether a hypothesis can be accepted or rejected, among others, by paying attention to the significance value between constructs, t-statistics, and p-values. The hypothesis testing of this research was carried out with the help of the SmartPLS (Partial Least Square) 3.0 software. These values can be seen from the bootstrapping results. The rule of thumb used in this study is t-statistic > 1.96 with a significance level of p-value 0.05 (5%) and a positive beta coefficient.

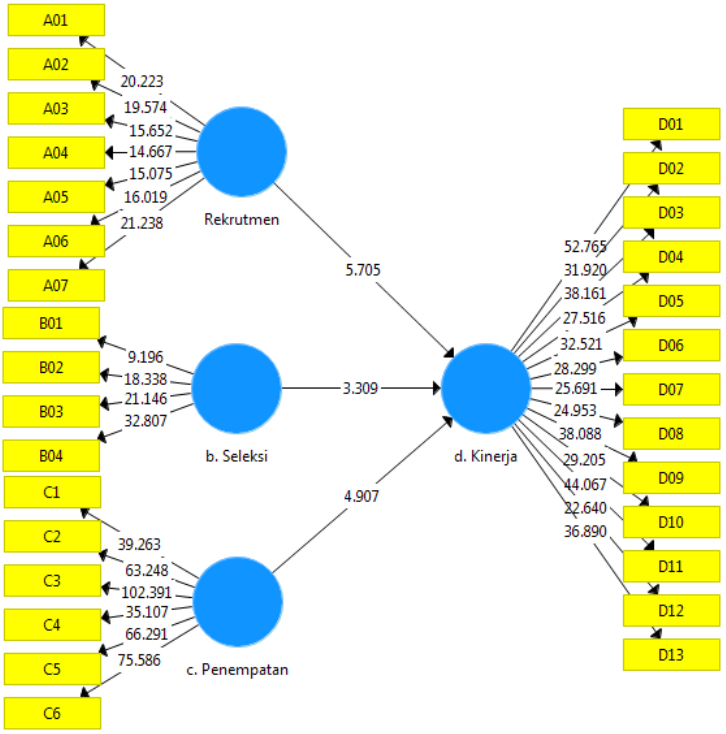

Figure 4
Original Sample (Coefficient)
Source: Results of Data Processing with SmartPLS version 3.2.9 (2021)

The first hypothesis examines whether recruitment has a positive effect on performance. The test results show that the beta coefficient of recruitment on performance is 0.445, and the t-statistic is 5.705. From these results, it is stated that the t-statistic is significant. Because of> 1.96 with a *p-value* <0.05 so that the first hypothesis is accepted. This proves that recruitment has a positive effect on performance.

The second hypothesis examines whether selection has a positive effect on performance. The test results show that the beta selection coefficient on performance is 0.306, and the t-statistic is 3.309. From these results, it is stated that the t-statistic is significant. Because of> 1.96 with a *p-value* <0.05 so that the second hypothesis is accepted. This proves that selection has a positive effect on performance.

The third hypothesis examines whether placement has a positive effect on performance. The test results show that the beta coefficient of placement on performance is 0.360, and the t-statistic is 4.907. From these results, it is stated that the t-statistic is significant. Because of> 1.96 with a *p-value* <0.05 so that the second hypothesis is accepted. This proves that placement is proven to have a positive effect on performance.

3.2. Discussion

Effect of Recruitment on Employee Performance

Based on the results of testing the first hypothesis, it can be concluded that the recruitment variable has a positive effect on performance. In research conducted by Ristiana Wulandari (2016),

recruitment has a positive effect on employee performance because recruitment is the process of getting prospective workers or new organizational members who are qualified or qualified to fill vacant jobs or positions within an organization. With good and correct recruitment will be able to produce human resources who perform well, are qualified and competent to achieve organizational goals.

Effect of Selection on Employee Performance

Based on the results of testing the first hypothesis, it can be concluded that the selection variable has a positive effect on performance. This is supported by research of Karatepe et al. (2006) which state that selection affects performance. Anitha (2014) also stated in her research that performance was significantly influenced by selection as reflected in the selection procedure, selection participants, and selectors.

Effect of Placement on Employee Performance

Based on the results of testing the first hypothesis, it can be concluded that the placement variable has a positive effect on performance. In research conducted by Mandilaras (2004), it is stated that employee placement has a positive effect on employee performance. Employee placement is the assignment of responsibilities to workers in accordance with the abilities and expertise of employees. The placement of employees in an organization is very important. By placing employees according to their abilities and expertise, employees can easily complete their assignments.

Blicblau et al. (2016) also proved in their research that employee placement has a positive influence on employee performance. The same thing is proven by Siahaan et al. (2016) that employee placement has a positive relationship to employee performance at bank industry. Maestro et al. (2021) prove the same thing.

4. Conclusion

Based on the results of research on the effect of recruitment, selection and placement on employees performance, with a sample of 153 respondents. It is concluded several points as follows.

1. The recruitment variable has a positive and significant effect on performance. That is, by conducting good and correct recruitment, we will be able to produce human resources who perform well, are qualified and competent to achieve organizational goals.
2. The selection variable has a positive and significant effect on performance. This means that selection can be interpreted as a means or tool to select individuals who have certain qualifications to fill existing positions or newly opened positions
3. The placement variable has a positive and significant effect on performance. This means that placement is an important aspect because it is a required process so that it is expected to get a workforce that is suitable for the position it occupies.

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