



THE EFFECT OF RECRUITMENT AND JOB PLACEMENT ON EMPLOYEE PERFORMANCE AT PERUMDAM TIRTA DARMA AYU

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KEYWORDS

recruitment, job placement, employee performance.

ABSTRACT

Employee performance is very important for the company because it will affect the achievement of company targets. There are several factors to improve employee performance, including recruitment and job placement. This study aims to determine the effect of recruitment and job placement partially or simultaneously on the performance of PERUMDAM Tirta Darma Ayu employees, Indramayu Regency. This type of research uses quantitative. The population in this study were 114 employees, so the determination of the sample in this study used probability sampling with the slovin technique so that a sample of 55 respondents was obtained. Methods in data collection using a questionnaire, while the analysis technique used to use hypothesis testing. The results of this study indicate that there is a positive and significant influence between recruitment on employee performance seen from $t_{count} > t_{table}$, namely $2.113 > 2.00575$, work placement has a positive and significant effect on employee performance seen from $t_{count} > t_{table}$, namely $7.831 > 2.00575$. Simultaneously the variables of recruitment and job placement have a positive and significant effect on employee performance seen from $F_{count} > F_{table}$, namely $59.787 > 3.18$.

DOI: 10.58860/ijsh.v1i2.13

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INTRODUCTION

Human resources are a significant determinant of the effectiveness of running activities within the company (Sharif, 2010). The company will continue to seek and maintain the best quality human resources that can improve the performance of the company (Larasati, 2018). Especially in the face of global competition. Employee performance is significant for the company because it will affect the achievement of company targets (Desi Kristanti & Pangastuti, 2019). Performance can also be interpreted as individual success in doing work (Umam, 2018: 186). The measure of the success of each employee depends on the function of a specific job in the form of activity during a certain period of time-based on predetermined conditions or agreements (Owan et al., 2022). The company indeed expects good performance from every employee. The level of employee performance can also be seen from the parties' involvement and matters related to the company. And various ways can be taken by companies to improve employee performance. To improve employee performance, there are several factors, including recruitment. The company carries out recruitment to get the right employees, both in quality and quantity, to achieve the performance plan agreed upon by the company (Andali, 2013). In addition, other factors affect employee performance, namely work placement. According to (Ismartaya, 2019:29), placement is a process carried out by new employees who will be given jobs according to

their abilities and capabilities. Placements also increase employee morale and effectiveness and result in higher job satisfaction, which affects employee performance.

PERUMDAM Tirta Darma Ayu, Indramayu Regency, realizes that employee performance is significant for the company's sustainability in the future to achieve the goals and targets set by the company. Setting targets within the company can encourage employee performance to jointly advance the company. The total number of employees or employees owned by PERUMDAM Tirta Darma Ayu is 545 people, including branches and units spread across Indramayu Regency, while the central PERUMDAM itself has 114 employees. The following table evaluates the performance of PERUMDAM Tirta Darma Ayu employees, Indramayu Regency, for 2019-2021, as follows:

Table 1. Performance Assessment Table for PERUMDAM Tirta Darma Ayu Employees, Indramayu Regency 2019-2021

Years	Division	Average Employee Performance Rating					Average totals
		Achievement	Responsibility	Discipline	Honesty	Cooperation	
2019	SPI	76	77	78	75	76	76.4
	R&D	77	75	75	77	77	76.2
	General	75	76	76	77	75	75.8
	HR	80	80	80	80	80	80
	Finance	80	81	80	80	81	80.4
	Public Relations & Secretariat	80	80	81	80	80	80.2
	Production	75	77	76	76	76	76
	Planning & Supervision	76	75	75	78	77	76.2
	SPA Maintenance & Handling	75	75	75	76	76	75.4
2020	SPI	76	78	78	75	76	76.6
	R&D	77	75	76	77	77	76.4
	General	75	76	76	77	78	76.4
	HR	80	82	80	80	80	80.4
	Finance	80	81	81	80	81	80.6
	Public Relations & Secretariat	80	80	81	82	80	80.6
	Production	75	77	76	77	76	76.2
	Planning & Supervision	76	75	76	78	77	76.4
	SPA Maintenance & Handling	75	75	75	78	76	75.8
2021	SPI	78	78	78	75	76	77
	R&D	77	76	76	77	77	76.6
	General	75	76	77	77	78	76.6
	HR	82	82	80	81	80	81
	Finance	80	81	81	81	81	80.8
	Public Relations & Secretariat	81	80	81	82	80	80.8
	Production	75	77	76	77	76	76.2
	Planning & Supervision	76	75	76	78	77	76.4
	SPA Maintenance & Handling	75	75	75	78	76	75.8

Source: PERUMDAM Tirta Darma Ayu Indramayu Regency 2019-2021

To evaluate the performance of employees at PERUMDAM Tirta Darma Ayu, there is a minimum standard value set by the company with a value of 80 points in the outstanding category based on reports based on PERUMDAM Tirta Darma Ayu employee assessment reports, Indramayu Regency 2019-2021 year as seen from the table of assessment reports there are three divisions that have achieved the minimum standard of good performance evaluation, namely the general, finance, and secretarial public relations divisions which have achieved an average of 80% and above. At the same time, other divisions want to achieve a predetermined minimum average or still below 80 points. Divisions that have not achieved an average score include R & D, HR, production planning and supervision, and SPA maintenance and handling.

The PERUMDAM Tirta Darma Ayu company must monitor employee performance development because it can be seen from table 1 performance appraisal that there is a tendency to decrease performance in some divisions. The performance and implementation of company programs, the low level of responsibility for each employee, the work that cannot be completed on time, and the high level of customer complaints related to clean water services.

Table 2. Customer Complaints in 2019-2021

Year	Customer Complaints			
	Quality	Quantity	Continuity	Leakage
2019	32	262	328	3179
2020	35	207	355	3412
2021	27	353	582	4243

Source: PERUMDAM Tirta Darma Ayu Indramayu Regency 2019-2021

The table above explains that customer complaints about water quality have increased and decreased in 2019-2021, water quantity has increased and decreased from 2019 to 2021, continuity has increased every year, and water leakage has increased yearly. PERUMDAM Tirta Darma Ayu is known to experience increased water loss every year, and this water loss is due to customer pipe leaks. Loss of water in the reservoir and damage to the customer's water meter. Of course, by doing so, the company can handle these problems so as not to experience losses and can provide full service to its customers. Based on the results of interviews based on the table of customer complaints, the percentage of leakage that has been served is 99% because every customer complaint of PERUMDAM Tirta Darma Ayu will be handled as soon as possible.

From the description above, it can be seen how strong employee performance is for the company to achieve the company's goals that have been set. Therefore, employee performance can be determined by the abilities possessed by each employee in carrying out their duties according to their responsibilities. Recruitment is a series of activities to find and attract job applicants with the necessary motivation, abilities, skills, and knowledge to cover deficiencies identified in staffing planning (Sendow & Mekel, 2015). Based on the results of the interviews, the withdrawal or recruitment stage at PERUMDAM Tirta Darma Ayu was not maximized because when recruiting new applicants to enter, PERUMDAM Tirta Darma Ayu did not have any procedures that should have existed when recruiting new employees. For example, placing advertisements on social media or newspapers. However, at PERUMDAM Tirta Darma Ayu, the method of recruitment is by applying based on insiders, be it between employees and relatives or relatives who wish to enter the company. From the recruitment process, after that, the company will carry out selection and placement to select employees who will become employees according to the qualifications that meet the requirements and according to the company's needs to occupy certain positions or positions within the company. Whereas in the placement

activities at PERUMDAM Tirta Darma Ayu, Indramayu Regency, the placement is still not suitable, as can be seen from the following table:

Table 3. Placements not according to 2021

Educational background	Placement on the part	Total (Employee)
S1 Education	Mechanical & Electrical Staff	1
S1 Psychology	Bookkeeping Staff	1
S1 Engineering	Laboratory Staff	1
D3 Midwifery	Community Media & Customer Service Staff	1
S1 Pharmacy	Production Unit Staff	1
TOTAL		5

Source: PERUMDAM Tirta Darma Ayu, Indramayu Regency in 2021

Based on table 3, the placement of employees is based on their educational level, starting from D3 to S1. However, it is still miserable that the placement is not appropriate based on the level of education attained by the employee. Five employees are unsuitable, causing a gap between the duties and responsibilities. This is based on Minister of Home Affairs regulation number 2 of 2007 concerning the organs and staffing of regional drinking water companies in article 33, which states that the appointment of employees of regional drinking water companies must meet the requirements, while the third point states that employees have the education, skills and expertise required (No. , 2 CE). However, PERUMDAM Tirta Darma Ayu, Indramayu Regency, is still not following education, skills and expertise.

This research is in line with research conducted by (Tijow et al., 2021) "The effect of recruitment and job placement on the performance of PT Telkom Manado employees" and (Makassar, 2018) "Effects of Recruitment, Selection, and Work Placement by PT. Mutualplus Global Resources Makassar on Employee Performance at PT. Bank Rakyat Indonesia (Persero), Tbk. Regional Office of Makassar." This study said that recruitment and job placement simultaneously positively and significantly impact employee performance. Based on the phenomena in PERUMDAM Tirta Darma Ayu, Indramayu Regency, this researcher aims to determine the effect of recruitment and job placement on employee performance at PERUMDAM Tirta Darma Ayu in Indramayu Regency.

METHODS

This type of research uses quantitative research because it involves several respondents to test the hypothesis, which will be tested using statistical tests. Researchers used data processing tools in the form of SPSS software (Statistical Product and Service Solution) Version 23 for windows. The population used in this study are all permanent employees of PERUMDAM Tirta Darma Ayu, Indramayu Regency, totaling 114 employees. The technique for determining the sample to be used in this study is the Simple Random Sampling technique. Based on the calculation of the slovin formula above, a sample of 55 employees is obtained. The data collection techniques used in this research are primary and secondary data. The data analysis used is instrument analysis, classical assumption test, multiple linear regression analysis of the coefficient of determination and hypothesis testing.

RESULTS AND DISCUSSION

1. Normality Test

The normality test is carried out with the aim of testing whether, in the regression model, the dependent variable or both have a normal distribution or not. A good regression model is a standard

or close-to-normal data distribution (Lawendatu et al., 2014). The results of the normality test using the graphical analysis method by looking at the output results of the *Normality Probability Plots* using *SPSS Version 23.0 for windows* can be seen in the image below:

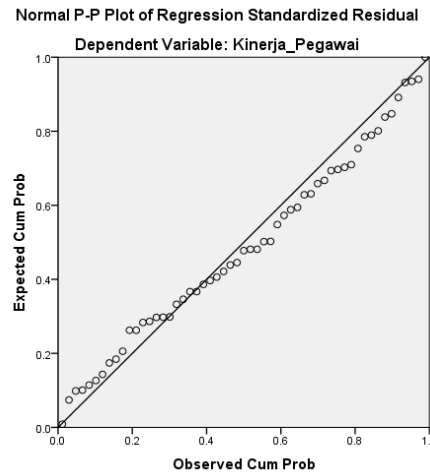


Figure 1. PP Plot Normality Test

Source: SPSS 23.0 output results

Based on Figure 1 above, the data spread around the diagonal line and follows the direction of the diagonal line, so the data is usually distributed, and the regression model meets the normality assumption.

Parametric Kolmogorov-Smirnov (KS) output results can be seen in the image below:

Table 4. Kolmogorov-Smirnov Test Normality Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residuals
N		55
Normal Parameters ^{a, b}	Means	.0000000
	Std. Deviation	3.66919339
Most Extreme Differences	absolute	.087
	Positive	.087
	Negative	-.077
Test Statistics		.087
asympt. Sig. (2-tailed)		.200c, d
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: SPSS 23.0 output results

Based on the *Kolmogorov-Smirnov Test table* above, Asymp. Sig (2-tailed) is 0.200 > 0.05, meaning the data is usually distributed.

2. Multicollinearity Test

Multicollinearity was used to determine whether the regression model found a correlation between the independent variables (Kulon & Barat, 2017) . If there is a correlation, a multicollinearity problem must be overcome. The provisions that apply in this test are, if the Variance Inflation Factor (VIF) value is > 10 and the Tolerance value is <0.1, then there is

multicollinearity, whereas if VIF is < 10 and the Tolerance value is > 0.1 , then there is no multicollinearity. The multicollinearity test results can be seen in the *Coefficient table* below:

Table 5. Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		tolerance	VIF
1	Recruitment	.701	1,426
	Placement_Work	.701	1,426

a. Dependent Variable: Employee_Performance

Source: SPSS 23.0 output results

Based on table 5 above, it can be seen in the *Collinearity Statistics column* the VIF value for recruitment is 1.426, which means the VIF value is < 10 or $1.426 < 10$, and the Tolerance value is 0.701 which means the Tolerance value is > 0.10 or $0.701 > 0.10$. For the placement variable, the VIF value is 1.426, which means the VIF value is < 10 or $1.426 < 10$, and the Tolerance value is 0.701, which means the Tolerance value is > 0.10 or $0.701 > 0.10$.

Thus, it can be stated that the model formed does not have any symptoms of multicollinearity. This means that there are independent variables that tolerate each other.

3. Multiple Regression Analysis

The following is the calculation result of SPSS Version 23.0 for windows regarding the effect of recruitment and job placement on employee performance at PERUMDAM Tirta Darma Ayu, Indramayu Regency, which can be seen in the *Coefficient table* below:

Table 6. Results of Multiple Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	std. Error	Betas		
1	(Constant)	12,916	4,903		2,634	011
	Recruitment	.200	.095	.193	2.113	039
	Placement_Work	.835	.107	.714	7,831	.000

a. Dependent Variable: Employee_Performance

Source: SPSS 23.0 output results

Formula equality linear double is:

$$\bar{Y} = a + b_1 X_1 + b_2 X_2$$

In the *coefficient table* above, multiple linear equations can be arranged as follows:

$$\bar{Y} = 12.916 + 0.200X_1 + 0.835X_2$$

Based on the linear equation above shows the direction of each independent variable to the dependent variable, which can be described as follows:

- A constant value of 12.916 indicates that if recruitment and job placement are not carried out, then the level of employee performance is 12.916.
- The regression coefficient on the recruitment variable is 0.200, meaning that if the recruitment is done well, there will be an increase in employee performance of 0.200.
- The regression coefficient on the job placement variable is 0.835, meaning that if the placement is done well, there will be an increase in employee performance of 0.835.

4. Coefficient of Determination

The coefficient of determination measures how much influence recruitment and work placement have on employee performance at PERUMDAM Tirta Darma Ayu, Indramayu Regency. The results of the coefficient of determination can be seen in the Model Summary table below:

Table 7. Results of the Coefficient of Determination

Summary Model ^b				
Model	R	R Square	Adjusted R Square	std. The error in the Estimate
1	.835 ^a	.697	.685	3,739

a. Predictors: (Constant), Placement_Work, Recruitment
b. Dependent Variable: Employee_Performance

Source: SPSS 23.0 output results

Based on the results of table 7 above, the value of the coefficient of determination, or can be seen in the Adjusted R Square, is 0.685, meaning that this number indicates that the magnitude of the influence of the recruitment variable (X1), work placement (X2) together on employee performance (Y) is 68.5%, while the remaining $100\% - 68.5\% = 31.5\%$ is influenced by other factors or variables.

5. Hypothesis testing

a. T-Test Results in Effect of Recruitment on Employee Performance

Based on table 4.20 above for the recruitment variable, the $t_{count} > t_{table}$ is $2.113 > 2.00575$ and a significance value of $0.039 < 0.050$. This means that H_0 is rejected and H_a is accepted, where there is a positive and significant influence between recruitment on employee performance, the researcher presents a picture to illustrate the location or position of t_{count} with t_{table} , namely as follows:

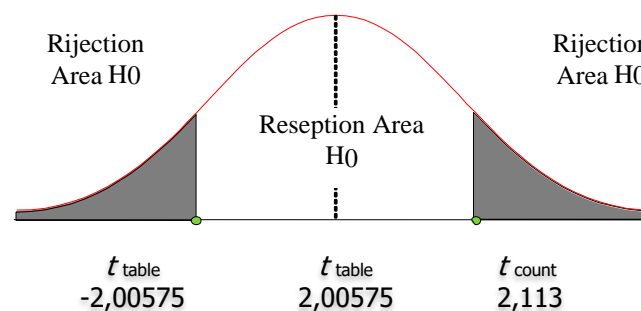


Figure 2. Acceptance and Rejection of the First Hypothesis

This study's results align with research conducted (Suryani & Sulaeman, 2021) which states that recruitment has a significant effect on the performance of PT employees. Telkom Access West Jakarta. Based on previous research, it can be said that recruitment has a significant effect on employee performance because companies need to carry out good recruitment and selection so that the resulting human resources can become one of the critical success factors in achieving company goals and producing outstanding employee performance.

b. Results of the T-test The Effect of Work Placement on Employee Performance

Based on table 4.20 above for the placement variable, the $t_{count} > t_{table}$ is $7.831 > 2.00575$ and a significance value of $0.000 < 0.050$. This means that H_0 is rejected and H_a is accepted, where there is a positive and significant influence between work placement on employee

performance, the researcher presents a picture to illustrate the location or position of t_{count} with t_{table} , namely as follows:

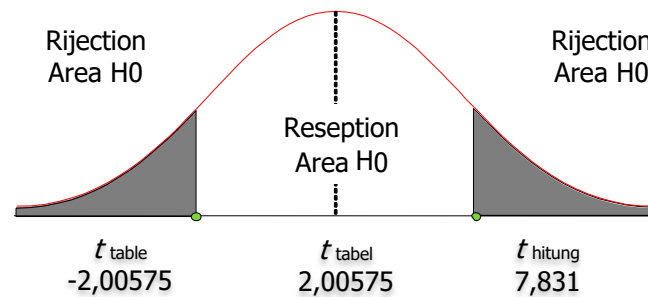


Figure 3. Areas of Acceptance and Rejection of the Second Hypothesis

This study's results align with research conducted (Susanto, 2020) which states that work placement has a significant effect on employee performance at the Food Crops, Horticulture and Plantation Services of Sarolangun Regency. Based on previous research, it can be said that job placement has a significant effect on employee performance because HR placement is placing someone in the correct job position; how well an employee fits the job will affect the amount and quality of work.

c. The Effect of Recruitment and Work Placement on Employee Performance

The following are the results of testing the hypothesis using *SPSS Version 23.0 for windows*:

Table 8. F Test Results Effect of Recruitment and Work Placement on Employee Performance

ANOVA ^a					
Model	Sum of Squares	Df	MeanSquare	F	Sig.
1 Regression	1671,726	2	835,863	59,787	.000 ^b
residual	727,001	52	13,981		
Total	2398,727	54			

a. Dependent Variable: Employee_Performance

b. Predictors: (Constant), Placement_Work, Recruitment

Source: SPSS 23.0 output results

Based on table 4.22 above, the calculated $F_{count} 59.787 > F_{table} 3.18$. Thus H_0 is rejected, and H_a is accepted. This means there is a significant and positive influence between recruitment and job placement on employee performance. This study presents an image to describe the location or position of F_{count} with F_{table} , namely as follows:

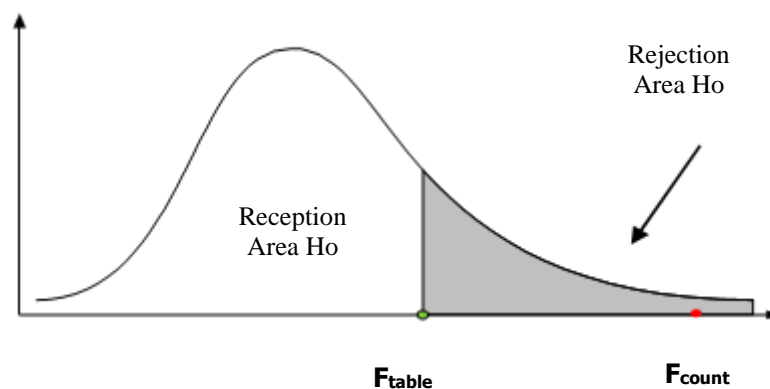


Figure 4. Areas of Acceptance and Rejection of the Hypothesis

The results of this study align with research conducted (Tijow et al., 2021) which states that recruitment and work placement simultaneously significantly affect PT employees' performance. TelkomManado. Based on previous research, it can be said that recruitment and placement of employees simultaneously have a positive and significant effect on employee performance, with good company recruitment and placement of human resources must be seen as a matching process. How well the workforce is matched to the job will affect the number and performance of employees.

CONCLUSION

Recruitment has a positive and significant effect on the performance of PERUMDAM Tirta Darma Ayu employees, Indramayu Regency, meaning that the better the recruitment carried out by the company, the better the human resources will be produced, and can be one of the critical success factors in achieving company goals because it results in employee performance achievers. This is proven by the results of the (Partial) T-test analysis, which states that the t_{count} bigger than the t_{table} . The placement has a positive and significant effect on the performance of PERUMDAM Tirta Darma Ayu employees, Indramayu Regency, meaning that the better the work placement carried out by the company, the better the employee performance will be. This is proven by the results of the (Partial) T-test analysis, which states that the t_{count} greater than the t_{table} . Recruitment and job placement simultaneously have a positive and significant effect on the performance of PERUMDAM Tirta Darma Ayu employees, Indramayu Regency, meaning that the better the recruitment and placement of employees in the company, the two variables will have a good impact on the performance of PERUMDAM Tirta Darma Ayu employees, Indramayu Regency. This is proven by the results of the F test analysis (simultaneous), which states that the F_{count} is greater than the F_{table} .

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