



Analysis of Recruitment, Selection, and Placement on Employee Performance (Study on the West Papua Provincial Education Office)

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ABSTRACT

Keywords:
recruitment,
selection,
placement, and
employee
performance.

Background: Human Resources (HR) are an essential asset for every organization, including the West Papua Provincial Education Office, where effective recruitment, selection, and placement play a vital role in achieving optimal performance. High employee performance can drive the achievement of organizational goals, but many organizations face challenges in managing the proper recruitment and selection process, resulting in inappropriate employee placement.

Purpose: This study aims to examine and analyze the influence of recruitment, selection, and placement on the performance of employees of the West Papua Provincial Education Office.

Methods: This research method uses a quantitative method. The research sample consisted of 114 employees of the Papua Basrat Provincial Education Office. Data was collected using questionnaires and then processed using the SPSS program. Meanwhile, the data testing techniques used in this study include validity tests, reliability tests with Cronbach's Alpha, normality tests, multicollinearity tests, multiple linear regression analysis, t-tests, and determination coefficients.

Results: The results showed that employee placement had a positive and significant influence on employee performance, selection had a positive and significant influence on employee performance, and recruitment did not have a significant influence on employee performance.

Conclusion: Effective placement and selection are the primary keys to improving employee performance, while the recruitment process needs to be improved to achieve more optimal results.

INTRODUCTION

An organization's human resources are a valuable asset as everyone in the company, from top to bottom, requires the appropriate people in the proper positions. (Wongso & Mahargiono, 2020). The concept of HR includes a variety of different functions and workers. Everything is structured to ensure that the organization gets the right employees with the skills, experience, and knowledge to support the goals and targets of a business organization. (Nikmah et al., 2023). MSDM is essential to be implemented in an organization so that it can create effectiveness and provide real dedication to the realization of the development of work reputation, satisfaction, innovation, and productivity in a business organization (Nurbaya, 2020) Organizations need to know the quantity and quality of human resources needed to increase work productivity. Planning that is not done correctly will impact the organization and make its feasibility questionable.

Human resource management (HRM), a branch of business management, organizes human resources to promote corporate development. The task of MSDM is to manage human beings properly so that they can obtain a workforce that is suitable for their work. Human resources is essential for companies in managing and regulating human resources so that they function well in achieving company goals. The most valuable human resource in every firm is its workforce; without them, operations would not function properly. Human resources affect organizational processes. Every component of the business, particularly human resources, has to be able to actively participate and be motivated to work together to accomplish goals. An agency's leader plays a critical role in maximizing the potential of its human resources and personnel.

The goal of human resource planning is to increase employee performance. Part of this strategy is to prepare human resources by choosing and hiring candidates for open positions and providing seasoned workers with training. After the personnel strategic planning stage, the recruitment and selection process is followed, which is the implementation of strategic planning. (Amanda & Nugroho, 2020) HR recruitment activities significantly impact the process of achieving an organization's vision and mission. If done carelessly, they will impact the organization's declining performance. (Nikmah et al., 2023). The recruitment process also plays a role in determining the sustainability of an organization because it is related to whether the organization can get the right employees. Excellent and effective recruitment will create a strong and quality team, and the overall performance of the organization will increase (Kertati et al., 2023) (Kamilia et al., 2024).

After going through the recruitment process to get quality employees, many prospective employees are selected. The purpose of the selection procedure is to choose candidates in compliance with the guidelines established by the business. The selection process is very varied; each organization selects applicants according to the needs of the organization because each organization has different rules for selecting employees. Selection is not only an activity of selecting employees from several candidates obtained through recruitment but also an activity of selecting prospective employees who will be

in the workplace. (Hariandja, 2002) The more effective a selection process is, the greater the chance of getting the right employee for the organization. This will have a positive impact on work performance, employee performance, and organizational performance. (Ir Agustinus Hermino SP, 2013) (Putra, 2024).

Research results from Hermina et al., (2020) Revealed that in Home Industry Q Patty has made several mistakes in recruiting workers; this can be seen from the company's declining turnover; mistakes also occurred in the company's sales data collection process, which lasted for a long time so that the provision of salaries was hampered and had an impact on the disappointment of the workforce and then affected the performance of the workforce. In this study, it is also stated that the impact that must be faced due to recruitment mistakes is the increase in consumers and declining sales. Therefore, the implementation of good recruitment and selection activities is needed so that it is hoped that the company will obtain quality human resources and that other existing resources can be managed efficiently and effectively so that the company will benefit.

Relationship Between Variables

The Relationship between Recruitment and Employee Performance

Recruitment is an activity that aims to find and influence prospective employees to apply for jobs that are still vacant in the company. Searching is identifying the source of labor to be withdrawn. Influencing is to establish ways or methods of withdrawal, such as through advertisements in the mass media and through existing employees. Recruitment is a necessary management process, and if recruitment fails to be carried out, it will cause difficulties for the organization, including adverse effects on profitability and improper staff skills. (Soliman et al., 2014). Strategies to carry out recruitment well, according to Sinha & Thaly (2013), Forming human resource management within the company in order to be able to utilize methods that can be used in recruiting such as job advertisements, websites owned by the organization, social media, job vacancies in various media, cooperation with educational institutions and others. The recruitment process, with the effectiveness carried out, plays a vital role in the organization's strategic decisions because it is one of the principal investments. (Sahney et al., 2013). The study's findings corroborate those of Suwanto and Subyantoro's (2019) investigation, which found no connection between hiring practices and worker performance. The correlation pathway between recruitment and employee performance is indirect. Drawing on the example above, the subsequent theory is put forth:

H1: Recruitment has a significant positive effect on employee performance.

The Relationship between Selection and Employee Performance

Selection is a stage that takes place during the recruitment process. This stage will later affect how employees work in a company. With the proper selection, the company will have a professional workforce. (2008) The process of selection involves choosing candidates based on their perceived ability to demonstrate the performance standards set

by the organization's leadership and their ability to adapt to the provided position. According to research by Subyantoro (2019), Selection has a significant influence on employee performance. The hiring procedure has a favorable and substantial influence on employee performance. Research by Avisena (2016) Supports this, showing that employee performance is positively and significantly impacted by selection.

H2: Selection has a positive and significant effect on employee performance.

The Relationship between Employee Placement and Employee Performance

According to Pratama et al., (2017) Placement is carried out by considering several things that the company has required, such as educational achievements, experience, and employee interests in certain positions. The right placement will obtain maximum work performance by employees. Placement involves assigning specific job tasks to employees according to their abilities and skills. (Subagja & Safrianto, 2020). In modern human resource management theories, placements are made for all new and old employees. When placing old employees, it will be seen that the correct position should be given so that they are not saturated and are able to improve performance. When new employees are placed, they will be positioned in vacant positions in the organization. (Siagian, 2016). Research results from (2023) show that the employees' location has a significant influence on their performance.

H3: Employee placement has a positive and significant effect on Employee performance.

RESEARCH METHODS

The sampling strategy employed in this investigation was saturated sampling, a non-probability sampling approach. Thus, all populations were used as research samples. One hundred fourteen respondents made up the study's sample.

Descriptive Analysis Data Analysis Method

1. Validity Test

The purpose of the validity test is to evaluate the validity of a questionnaire that has been given and to measure the extent of the validity of the instrument in the research conducted using the SPSS software tool to compare the r calculation and r table. When r calculates $> r$ table at a significance level of < 0.05 and r table (pdf) = $N-2$ (where N is the number of samples), the questionnaire is considered valid.

2. Reliability Test

A measurement result can be said to be reliable if the measuring device is reliable, allowing for a fixed and consistent result. According to Sugiyono (2020), reliability is the capacity of an instrument to produce the same power while measuring the same thing several times. When the instrument's Cronbach alpha value is more than 0.60, it is deemed dependable (Ghozali, 2016).

3. Classical Assumption Test

The accuracy of the data is assessed using classical assumption tests. According to (2016), A regression model will be used to forecast. A good model is one with the fewest

possible forecasting errors. A model must satisfy certain assumptions—often referred to as classical assumptions—before being used.

4. Normality Test

The normality test's goal is to ascertain if the regression model's residual variable or perturbator has a normal distribution (Ghozali, 2016). Kolmogrov-Smirnov is used to determine if the dependent variable data is standard. The distributed data is not average if the Kolmogrov-Smirnov significance value is less than 0.05; if the value is more than 0.05, the data is standard.

5. Uji Multikolinearitas

The multicollinearity test's goal is to determine whether there is any relationship between the independent variables in the regression model. In an appropriate regression model, there should be no correlations between the independent variables. (Ghozali, 2016). If an analysis's Variance Inflation Factor (VIF) score is less than 10, it is considered to have no multicollinearity symptoms (Ghozali, 2009).

- 1) Tolerance value < 0.10 or $VIF > 10$: multicollinearity occurs.
- 2) Tolerance value > 0.10 or $VIF < 10$: no multicollinearity occurs.

6. Multiple Linear Regression Analysis Test

According to Sugiyono, (2020) Regression analysis is utilised to forecast how the dependent variable will change in response to an increase or decrease in the value of the independent variable. Thus, multiple regression analysis will be performed if there are two or more independent variables.

The formula used in this study is:

$$Y = a + \beta_1. X_1 + \beta_2. X_2 + \beta_3. X_3 + e$$

Information:

Y : Employee Performance

A : Constanta

b1: Regression Coefficient of Recruitment

b2: Regression Coefficient of Selection

b3: Regression Coefficient of Employee Placement

X1 : Recruitment

X2 : Selection

X3 : Placement

e: Standard Error

7. Partial Hypothesis Test (t-Test)

To determine if each of its independent factors has a substantial impact on its bound variables on its own, the T-test is employed. A significance threshold of 0.05 will be used for the t-test statistics in order to determine whether the hypothesis should be accepted or rejected. The basis for the decision is as follows: H is accepted if $t \text{ counts} < t \text{ table at } \alpha = 0.05$ or significant $t > \alpha$

Ha is rejected if $t \text{ counts} > t \text{ table at } \alpha = 0.05$ or significant $t < \alpha$

8. Uji Koefisien Determinasi (R²)

Sujarweni, (2015) The proportion of change in the dependent variable (Y) brought about by the independent variable (X) is ascertained using the Coefficient of Determination (R²). The percentage of change in the dependent variable (Y) that can be ascribed to the independent variable (X) increases as the R² value grows. The percentage of change in the dependent variable (Y) brought about by the independent variable (X) will also fall if R² is declining.

RESULTS AND DISCUSSION

Validity Test

Table 1. Validity Test

No.	Indicator		R Count	Condition	R table	Information
1.	Recruitment	X1.1	0,779	>	0,182	Valid
		X1.2	0,817	>	0,182	Valid
		X1.3	0, 683	>	0,182	Valid
		X1.4	0, 873	>	0,182	Valid
2.	Selection	X2.1	0,578	>	0,182	Valid
		X2.2	0,458	>	0,182	Valid
		X2.3	0, 596	>	0,182	Valid
		X2.4	637	>	0,182	Valid
3.	Placement	X3.1	0,743	>	0,182	Valid
		X3.2	0, 825	>	0,182	Valid
		X3.3	0, 697	>	0,182	Valid
		X3.4	0,863	>	0,182	Valid
4.	Employee Performance	Y1	0,712	>	0,182	Valid
		Y2	0,771	>	0,182	Valid
		Y3	0,604	>	0,182	Valid
		Y4	0, 811	>	0,182	Valid

Data processed (0924)

The four variables are deemed legitimate based on the preceding validity test findings since the r-value is computed > r table and is suitable for further testing.

Reliability Test

Table 2. Reliability Test

No.	Variable	Crobach's Alpha	Condition	Reliability	Information
1	Recruitment	0,799	>	0.60	Reliable
2	Selection	0,277	>	0.60	Reliable
3	Placement	0,791	>	0.60	Reliable
4	Employee Performance	0,704	>	0.60	Reliable

Data processed (2024)

According to the reliability test findings above, the four variables are deemed trustworthy since their Cronbach's alpha coefficient is more than the acceptable α 0.60 and appropriate for additional testing.

Normality Test

Table 3. Normality Test

		Unstandardised Residual
N		114
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.60441204
Most Extreme Differences	Absolute	.087
	Positive	.087
	Negative	-.048
Kolmogorov-Smirnov Z		.928
Asymp. Sig. (2-tailed)		.355

- a. Test distribution is Normal.
b. Calculated from data.

As shown by the above normality test results, the significant value is 0.355, which is more than 0.05. This may demonstrate the normal distribution of the four variables. Therefore, using a regression model for hypothesis testing is viable.

Multicollinearity Test

Table 4. Multicollinearity Test Coefficients^a

Model	Unstandardised Coefficients		Standardized Coefficients	t	Mr.	Collinearity Statistics	
	B	Std. Error	Beta			CE tolerant	BRIGHT
1	8.497	2.140		3.971	.000		
(Constant)	-.008	.078	-.009	-.107	.915	.975	1.025
Recruit Placement Selection	.327	.098	.305	3.339	.001	.908	1.101
	.180	.082	.201	2.202	.030	.908	1.101

- a. Dependent Variable: Employee Performance

The multicollinearity test findings indicated no multicollinearity for the three variables, which allowed for the research to be conducted since the tolerance value was more significant than 0.1 and the VIF value was less than 5.

Heteroskedasticity Test

Table 5. Heteroskedasticity Test Coefficients^a

Model	Unstandardised Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
	1	-1.134	1.231				-.921
(Constant)	.085	.045	.177	1.895	.061	.975	1.025
Rekrutmen Seleksi	.093	.056	.161	1.660	.100	.908	1.101
Penempatan	-.025	.047	-.051	-.530	.597	.908	1.101

a. Dependent Variable: RES_2

According to the results of the heteroskedasticity above test, there was no heteroskedasticity for any of the three independent variables since the significant value was more than 0.05, making the regression test possible.

Multiple Linear Regression Analysis Results

Table 6. Multiple Linear Regression Analysis Results Coefficients^a

Model	Unstandardised Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
	1	8.497	2.140				3.971
(Constant)	-.008	.078	-.009	-.107	.915	.975	1.025
Rekrutmen Seleksi	.327	.098	.305	3.339	.001	.908	1.101
Penempatan	.180	.082	.201	2.202	.030	.908	1.101

a. Dependent Variable: Employee Performance

The aforementioned multiple linear regression analysis findings concluded that the negative and positive t-values for each of the three independent variables were significant.

Partial Hypothesis Test (t-Test)

Table 7. Partial Hypothesis Test (t-Test)

Model	Coefficients ^a				t	Mr.
	Unstandardized	Standardized		Std.		
	Coefficients	Coefficients	Beta			
B						
(Constant)	8.497			2.140	3.971	.000
Recruitment	-.008			.078	-.107	.915
Selection	.327			.098	3.339	.001
Placement	.180			.082	2.202	.030

a. Dependent Variable: Employee Performance

The computed t-value and significance for each independent variable for the three variables can be seen from the t-test results above. These results support the acceptance of the selection and placement variable and the rejection of the recruiting variable hypothesis.

Determination Coefficient Test (R²)

Table 8. Determination Coefficient Test (R²)

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.409 ^a	.167	.145	1.626	2.153

a. Predictors: (Constant), Placement, Recruitment, Selection

b. Dependent Variable: Employee Performance

The table indicates that the employee performance variable instrument may be described by the variables of placement, selection, and recruiting. The findings of the determination coefficient test have an Adjusted R² value of 0.145, or 14.5%. However, the remaining 85.5% might be explained by elements outside the scope of the study's model.

Discussion

H1: Recruitment has a negative and significant effect on employee performance.

The findings of the hypothesis test (H1) indicate that employee performance is significantly and negatively impacted by recruiting. The results of the computations provide a t-value of -0.107, and the significance level of the -0.009 result is less than 0.05. H1 was therefore rejected, which means that recruitment has a negative influence on the performance of employees at the West Papua Provincial Education Office. This study does not support the research. (2018) states that recruitment has a significant positive effect on employee performance. This study concurs with Suwanto & Subyantoro, (2019) research, which found no relationship between hiring practices and worker performance.

H2: Selection has a positive and significant effect on employee performance

The hypothesis test results (H2) indicate that selection positively and significantly impacts staff performance. A computed t-value of 3.339 is achieved with the significance level of the result of 0.305 larger than 0.05 from the calculations performed. H2 is, therefore, approved. This suggests that selection has a beneficial effect on the performance of employees at the West Papua Provincial Education Office. The results of this study are consistent with Ashraf, (2017) The research found that selection has a favorable and substantial influence on employee performance. Pakistan's Examining the Public Sector Recruitment and Selection about Job Analysis supports this finding. The methods of hiring and selecting employees can increase their efficacy and efficiency.

H3: Placement has a positive and significant effect on employee performance.

According to the results of the hypothesis test (H3), The placement of employees has a favorable and significant influence on their performance. The results of the computations produced a t-value of 2.202 with a significance level of 0.201, more than 0.05. Thus, H3 is accepted. This suggests that placement greatly enhances worker performance in the West Papua Provincial Education Office. The study's findings corroborate those of Suwanto & Subyantoro, (2019) The investigation found that employee performance is influenced by placement. Employees' performance might be enhanced by their location.

CONCLUSION

Empirically, hiring at the West Papua Provincial Education Office has a negative and substantial impact on staff performance. The West Papua Provincial Education Office staff members' performance is positively and significantly impacted by the selection. This implies that employee performance increases with the effectiveness of the selection process. The West Papua Provincial Education Office staff members' performance is positively and significantly impacted by placement. This implies that employee performance will increase in proportion to how well the employee placement strategy is implemented.

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