

# THE INFLUENCE OF RECRUITMENT, SELECTION, JOB PLACEMENT AND HR QUALITY ON EMPLOYEE PERFORMANCE PT. PELINDO MULTI TERMINAL BRANCH TANJUNG WANGI

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## Abstract

This study aims to determine the effect of Recruitment, Selection, Job Placement and HR Quality on Employee Performance. The population and sample of this research are the research of PT. Pelindo Multi Terminal Branch Tanjung Wangi. Data analysis in the form of validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, ( $R^2$ ) determination tests, and hypothesis tests. The results of this study that the results of the F test sig values of  $0.000 < 0.05$  and  $F_{count} > F_{table}$ , which is  $12.457 > 2.56$  can be interpreted as the influence of Recruitment, Selection, Job Placement and HR that simultaneously (simultaneously) affect the dependent variable, namely employee performance behavior. The Adjusted R Square value of 0.589 or 58.9% means that employee performance is influenced by recruitment, selection, job placement and HR quality while the remaining 41.1% of employee's performance is influenced by other variables that were not studied in this study

**Keywords:** *Recruitment, Selection, Job Placement, Quality of Human Resources, Performance of Employee*

## 1. INTRODUCTION

For companies to survive in competition in the era of globalization, they really need a competitive advantage. Managing human resources in a company is very necessary because in facing competition in the current era of globalization, companies must empower and maximize the potential of their human resources. By having superior quality Human Resources (HR), you can contribute to high performance in the company to make it easier to achieve its goals. To have quality, professional and trustworthy human resources, an appropriate recruitment, selection and placement process is needed. Recruitment is an activity of searching for and attracting job applicants with the motivation of abilities, skills and knowledge of human resources needed by the organization to fill job vacancies that have been previously identified in the personnel plan (Syafri, 2020). The selection process begins after a pool of qualified applicants is obtained through a draw. This process involves a series of stages that add complexity and time before personnel procurement decisions are taken (Fitrianti & Prasada, 2021). If the selection process has been determined, then based on the selection results, work placements are carried out which must be in accordance with their abilities and skills. Meanwhile, HR quality is an individual who can provide distribution to the company with aspects determined based on education and experience (Syafitri & Chairael, 2019).

Recruitment at PT. Pelindo Multi Terminal Branch Tanjung Wangi is centralized, which means the recruitment process is carried out by the PT head office. Indonesian Harbor (Persero), North Jakarta. The recruitment system originates from within the company and also from outside the company. The company's internal recruitment sources use workers originating from outsourcing. From external sources the company applies media *online* which is found in website Pelindo ([www.pelindo.co.id](http://www.pelindo.co.id)). The selection is also carried out centrally by collaborating with the company's HR consultant. With complete administration according to the requirements required by the company until the final selection stage. Work placement carried out by PT. Pelindo Multi Terminal Branch Tanjung Wangi is appropriate, because when companies experience vacancies or labor shortages. PT. Pelindo Multi Terminal Branch Tanjung Wangi proposed with a notification

letter to the head office that workers were needed. This is then processed from recruitment to workers being placed according to their positions. PT. Pelindo Multi Terminal Branch Tanjung Wangi also strives to improve the quality of human resources through training and KPI (*Key Performance Indicator*) which is reviewed every 3 months. This can help companies assess and understand the active role of employee performance. The company also believes that having quality human resources with high employee performance can realize the targets of the company's vision and mission. From the background problems above, the researcher is interested in conducting research entitled **“The Influence of Recruitment, Selection, Job Placement and HR Quality on PT Employee Performance. Pelindo Multi Terminal Branch Tanjung Wangi”**

## 2. IMPLEMENTATION METHOD

### Population & Sample

The population in this study were all employees of PT. Pelindo Multi Terminal Branch Tanjung Wangi, totaling 33 employees. The sampling technique uses saturated samples. Therefore, the sample used in this research was 33 employees.

### Method of Collecting Data

Data collection techniques using observation, interviews and questionnaires. The data sources used are primary data obtained from the results of distributing questionnaires to employees as respondents and secondary data which includes books, journals, the internet or documents regarding the profile and organizational structure of PT. Pelindo Multi Terminal Branch Tanjung Wangi.

### Data Analysis Technique

Data analysis techniques include validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, coefficient of determination tests ( $R^2$ ), and hypothesis testing.

## 3. RESULTS AND DISCUSSION

### 3.1 Results

#### a. General Description of Respondents

**Table 1. Respondent Demographics**

	Information	Amount	%
Gender	Man	20	60.6
	Woman	13	39.4
	<b>Total</b>	33	100

Sumber: SPSS *Output*

**Table 2. Respondent Demographics**

	Information	Amount	%
Age	20-30 years	12	36.4
	31-40 years old	11	33.3
	>41 years	10	30.3
Sumber: SPSS <i>Output</i>	<b>Total</b>	33	100

Based on tables 1 and 2, demographics of research respondents at PT Pelindo Multi Terminal Branch Tanjung Wangi with a total of 33 respondents, was dominated by male employees, numbering 20 or (60.6%), compared to female employees, namely 13 respondents or (39.4%). Based on Age with a total of 33 respondents. Judging from age, the most respondents in this study were 12 people aged 20-30 years (36.4%), 11 people aged 31-40 years (33.3%) and 10 people aged > 41 years (30.3%).

## b. Instrument Test

### 1) Validity test

Based on the results of validity testing of the instrument, namely  $r_{\text{count}} > r_{\text{table}}$  and has a significance value  $< \alpha$  (0.05). So it can be concluded that all research indicators are said to be valid and suitable for use as measuring tools for this research and can be used for further research analysis.

### 2) Reliability Test

**Table 3. Reliability Test**

No	Indicator	Cronbach's Alpha	Information
1	Recruitment (X1)	0.763	Reliable
2	Selection (X2)	0.645	Reliable
3	Work Placement (X3)	0.848	Reliable
4	HR Quality (X4)	0.686	Reliable
5	Employee Performance (Y)	0.801	Reliable

umber: SPSS Output

Based on table 3, the results of reliability testing on the instruments used in the research show  $\text{Cronbach alpha} > 0.60$ , thus it can be concluded that all instruments used in the research are stated *reliable* and can be used in this research and further research.

## c. Classic assumption test

### 1) Multicollinearity Test

**Table 4. Multicollinearity Test**

Model	Coefficients <sup>a</sup>	
	Collinearity Statistics	
	Tolerance	VIF
Recruitment	.731	1.367
Selection	.694	1.441
Job Placement	.817	1.224
Quality of HR	.826	1.211

Sumber: SPSS Output

From table 4, the calculation results obtained in the table above show that the variables Recruitment (X1), Selection (X2), Job Placement (X3) Quality of Human Resources (X4) do not have multicollinearity problems as indicated by  $VIF < 10$  and tolerance  $> 0.1$ .

### 2) Heteroscedasticity Test

**Table 5. Heteroscedasticity Test**

Model	Coefficients <sup>a</sup>			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	1.842	1.624		1.134	.266
Recruitment	.017	.057	.064	.300	.767
Selection	.023	.069	.072	.327	.746
Job Placement	-.016	.056	-.059	-.290	.774
Quality of HR	-.072	.070	-.209	-1.037	.309

umber: SPSS Output

From the results of the heteroscedasticity test calculations in the table, it shows that the significance of recruitment, selection, job placement and quality of human resources is

greater than > 5% or (> 0.05). So it can be concluded that all variables are free from heteroscedasticity.

### 3) Normality test

**Table 6. Normality Test**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		33
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.14674807
Most Extreme Differences	Absolute	.087
	Positive	.087
	Negative	-.057
Test Statistic		.087
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

Sumber: SPSS Output

Based on table 5 above, it can be seen that the significance value is 0.200 > 0.05 or 5%. This means that the research data is normally distributed.

### d. Multiple Linear Regression Analysis

**Table 7. Multiple Linear Regression Test**

Model	Coefficients <sup>a</sup>			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	1.659	3.007		.552	.585
Recruitment	.158	.106	.197	1.486	.148
Selection	-.067	.128	-.071	-.522	.606
Job Placement	.061	.103	.074	.587	.562
Quality of HR	.762	.129	.735	5.895	.000

Sumber: SPSS Output

Based on table 6, the following regression model is obtained:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + no$$

$$Y = 1.659 + 0.158x_1 - 0.067x_2 + 0.061x_3 + 0.762x_4 + no$$

From the multiple linear regression equation, it can be interpreted as follows:

- 1)  $\alpha = 1.659$ , meaning that in this model the number 1.659 is the intersection point between the regression line and the Y axis.
- 2)  $b_1 = 0.158$  indicates that the Recruitment variable (X1) has a positive value on the Employee Performance variable (Y). This means that if the Recruitment variable (X1) increases by 1 score, the Employee Performance index (Y) will increase by 0.158 assuming other variables remain constant.
- 3)  $b_2 = -0.067$  indicates that the Selection variable (X2) has a negative value on the Employee Performance variable (Y). This means that if the Selection variable (X2) experiences a decrease of 1 score, the Employee Performance index (Y) decreases by -0.067 assuming other variables remain constant.
- 4)  $b_3 = 0.061$  indicates that the Job Placement variable (X3) has a positive value on the Employee Performance variable (Y). This means that if the Job Placement variable (X3)

increases by 1 score, the Employee Performance Index (Y) will increase by 0.061 assuming the other variables remain constant.

- 5)  $b_4 = 0.762$  indicates that the HR Quality variable (X4) has a positive value on the Employee Performance variable (Y). This means that if the HR Quality variable (X4) increases by 1 score, the Employee Performance Index (Y) will increase by 0.762 assuming the other variables remain constant.

**e. Coefficient of Determination Test ( $R^2$ )**

**Table 8. Determination Coefficient Test ( $R^2$ )**

Model Summary				
<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>	
.800 <sup>a</sup>	.640	.589	1.226	

Sumber: SPSS Output

Based on table 7, coefficient of determination test ( $R^2$ ) it can be seen that the coefficient of determination (*Adjusted R Square*) obtained at 0.589, which means that 58.9% of employee performance can be explained by Recruitment, Selection, Job Placement and HR Quality, but the remaining 41.1% is explained by other variables that are not in this study.

**f. Hypothesis testing**

1) Uji t

**Table 9. t Test**

Model	Coefficients <sup>a</sup>			t	Sig.
	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		
	B	Std. Error	Beta		
(Constant)	1.659	3.007		.552	.585
Recruitment	.158	.106	.197	1.486	.148
Selection	-.067	.128	-.071	-.522	.606
Job Placement	.061	.103	.074	.587	.562
Quality of HR	.762	.129	.735	5.895	.000

Sumber: SPSS Output

From table 8, the results of the t test show that the t value is  $t_{\text{count}}$  equal to 2.04841 with a significance level  $\leq 0.05$ , then the results are significant with  $H_0$  rejected and  $H_a$  is accepted and if the probability  $t > \alpha$  ( $\alpha = 0.05$ ) then the result is not significant and means  $H_0$  accepted and  $H_a$  rejected. Based on the results of the t test above, it can be concluded that the variable recruitment (X1), selection (X2), job placement (X3) is partially not significant, while the HR quality variable (X4) is partially significant with the value  $t_{\text{count}} > t_{\text{table}}$  or  $5.895 > 2.04841$  with a significant value of  $0.000 < 0.05$ .

2) Uji F

**Table 10. F Test**

Model	ANOVA <sup>a</sup>				
	<i>Sum of Squares</i>	<i>Df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Regression	74.889	4	18.722	12.457	.000 <sup>b</sup>
Residual	42.081	28	1.503		
Total	116.970	32			

Sumber: SPSS Output

Based on the results of statistical testing, the F value is obtained  $F_{\text{count}}$  (12.457) while  $F_{\text{table}}$  (2,56) which denotes  $F_{\text{count}} > F_{\text{table}}$ , it can be concluded that the variables Recruitment (X1), Selection (X2), Job Placement (X3), and HR Quality (X4) simultaneously have a significant effect on Employee Performance (Y) of PT. Pelindo Multi Terminal Branch Tanjung Wangi.

### 3.2 Discussion

#### a. Partial Effect of Recruitment on Employee Performance

The test results on the first hypothesis state that  $t_{\text{count}} < t_{\text{table}}$  or  $1.486 < 2.04841$  with a significant value of  $0.148 > 0.05$ , this shows that the recruitment variable has no significant effect on employee performance. Based on this, the formulation of the recruitment writer's hypothesis has no effect on employee performance.

The research results obtained by the author are in accordance with research conducted by (Palembang, Nelwan, & Pandowo, 2017) with results stating that recruitment has no effect on employee performance.

#### b. The Effect of Partial Selection on Employee Performance

The test results on the second hypothesis state that  $t_{\text{count}} < t_{\text{table}}$  or  $-0.522 < 2.04841$  with a significant value of  $0.606 > 0.05$ , this shows that the selection variable has no significant effect on employee performance. Based on this, the formulation of the selection writer's hypothesis has no effect on employee performance.

The research results obtained by the author are in accordance with research conducted by (Palembang, Nelwan, & Pandowo, 2017) with results stating that selection has no effect on employee performance.

#### c. The Effect of Partial Work Placement on Employee Performance

The test results for the third hypothesis state that  $t_{\text{count}} < t_{\text{table}}$  or  $0.587 < 2.04841$  with a significant value of  $0.562 > 0.05$ , this shows that the work placement variable does not have a significant effect on employee performance. Based on this, the author's hypothesis formulation of work placement has no effect on employee performance.

The research results obtained by the author are in accordance with research conducted by (Tekkay, Nelwan, & Pandowo, 2022) with results stating that work placement has no effect on employee performance.

#### d. Partial Influence of HR Quality on Employee Performance

The test results for the fourth hypothesis state that  $t_{\text{count}} < t_{\text{table}}$  or  $5.895 > 2.04841$  with a significant value of  $0.000 < 0.05$ , this shows that the HR Quality variable has a significant effect on employee performance. Based on this, the author's hypothesis is formulated: HR quality influences employee performance.

The research results state that the quality of human resources has an influence on employee performance because by paying attention to and managing the quality of human resources, companies can improve employee performance. Because the quality of human resources reflects the ability, commitment and contribution of employees to employee performance as well as the overall success of the company.

This is also in line with research conducted (Atika & Mafra, 2020) showing that there is an influence between the quality of human resources on employee performance.

#### e. Simultaneous Influence of Recruitment, Selection, Job Placement and HR Quality on Employee Performance

The test results in the F test state that the sig value is  $0.000 < 0.05$  and  $F_{\text{count}} > F_{\text{table}}$ , namely  $12.457 > 2.56$  with the interpretation result that  $H_a$  is accepted and  $H_o$  is rejected. Based on the results obtained, it can be stated that the hypothesis states that Recruitment, Selection, Job Placement and HR Quality simultaneously affect employee performance.

### 4. CONCLUSION

Based on the results of data analysis and discussion, it can be concluded as follows:

- 1) Based on the research results, it is stated that the partial recruitment variable does not have a significant effect on employee performance. With results of  $t_{\text{count}} < t_{\text{table}}$  or  $1.486 < 2.04841$  with a significant value of  $0.148 > 0.05$ .



- 2) Based on the research results, it is stated that the partial selection variable does not have a significant effect on employee performance. With results of  $t_{\text{count}} < t_{\text{table}}$  or  $-0.522 < 2.04841$  with a significant value of  $0.606 > 0.05$ .
- 3) Based on the research results, it is stated that the partial work placement variable does not have a significant effect on employee performance. that  $t_{\text{count}} < t_{\text{table}}$  or  $0.587 < 2.04841$  with a significant value of  $0.562 > 0.05$ .
- 4) Based on the research results, it is stated that the HR quality variable partially has a significant effect on employee performance. that  $t_{\text{count}} < t_{\text{table}}$  or  $5.895 > 2.04841$  with a significant value of  $0.000 < 0.05$ .
- 5) Based on the results obtained, it can be stated that the hypothesis states that the simultaneous influence of Recruitment, Selection, Job Placement and HR Quality on Employee Performance. The test results in the F test state that the sig value is  $0.000 < 0.05$  and  $F_{\text{count}} > F_{\text{table}}$ , namely  $12.457 > 2.56$

Based on the results of the conclusions above, the following suggestions can be drawn:

- 1) For PT. Pelindo Multi Terminal Branch Tanjung Wangi, to improve employee performance by paying attention to a good Recruitment, Selection and Job Placement system.
- 2) The research results show that Recruitment, Selection and Job Placement do not have a significant effect on employee performance, but the quality of human resources has a significant effect. Therefore, the suggestion for PT. Pelindo Multi Terminal Branch Tanjung Wangi must continue to pay attention to variables that do not have a significant influence and maintain the quality of human resources so that it can provide maximum improvement in employee performance starting from the recruitment system, selection, job placement until the quality of human resources is maintained.
- 3) Suggestions for future researchers if they want to conduct research in the same field, it would be necessary to review it again when using this thesis as a reference. Especially for variables that still need to be reviewed. It is also possible that there are still statements that have not been answered or that do not meet the results of this research. As a researcher, of course there are still many shortcomings and imperfections in completing this thesis.

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