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Recruitment, Job Placement and Employee Performance

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KEYWORDS	ABSTRACT
Keywords: Recruitment; Job Placement; Employee Achievement. **Conflict of Interest Statement:** The author(s) declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest. **Copyright © 2024 AHRMR. All rights reserved.**	**Purpose:** This study aims to investigate and analyze the impact of recruitment and job placement on employee performance at PT. Semen Tonasa, specifically within the Distributor Division, is in Makassar City. The research explores how these human resource management practices influence work outcomes and whether their effective implementation can enhance employee performance. **Research Design and Methodology:** The study's population consists of 40 employees from the distribution section of PT. Semen Tonasa in Makassar City. A census sampling method was utilized, involving all population members as the sample. Primary data was gathered through direct questionnaires distributed to the respondents. The analysis methods included descriptive statistics, validity and reliability testing, normality testing, multicollinearity testing, hypothesis testing using multiple linear regression analysis, partial and simultaneous tests, and determination coefficient tests. **Findings and Discussion:** The findings demonstrate that recruitment and job placement positively and significantly affect employee performance at PT. Semen Tonasa's Distributor Division, both individually and collectively. These results indicate that implementing effective recruitment and placement strategies can significantly improve employee performance, aligning with theoretical expectations regarding human resource practices' role in organizational success. **Implications:** The study's results underscore the critical importance of strategic recruitment and job placement in enhancing employee performance. These findings suggest organizations should refine these HR practices to foster better employee outcomes. Further research is recommended to explore these relationships in different organizational contexts and industries to expand the applicability of these results.

Introduction

Human resources (HR) are a critical and driving force behind an organization, significantly determining its effectiveness in achieving organizational goals. The health and behavior of a company's employees significantly impact its progress and performance. Therefore, organizations must continually invest in HR management functions, including recruitment, selection, and retention, to maintain a well-functioning workforce (Mangkunegara & Prabu, 2016). Employees are considered a crucial asset to a company, as their skills and expertise significantly impact its ability to achieve its objectives. Both industrial and service-oriented companies aim to reach specific goals and targets through strategic HR management, which begins with careful selection, maintenance, and placement

of employees to ensure that the workforce is capable and prepared for their assigned tasks (Atmajati & Mansur, 2017; Natatilova & Yuliastanty, 2020).

Employee recruitment and selection process is vital to the overall HR management strategy. Effective recruitment relies on detailed job analysis, including job descriptions, requirements that potential candidates must meet, and the productivity standards they are expected to achieve. Effective recruitment and proper employee placement are critical in driving employee performance (Permatasari & Nugraha, 2017). According to Hasibuan (2016), recruitment involves attracting and influencing potential candidates to apply for available positions in a company. A precise recruitment process enhances operational efficiency and effectiveness, creating a workforce aligning with the company's goals. Proper placement, tailored to job specifications and descriptions, ensures each employee is positioned appropriately within the organization. The success of the recruitment process impacts the smooth functioning of subsequent HR management activities. A healthy recruitment process follows established procedures agreed upon by the Human Resources Department (HRD), drawing in qualified candidates to be placed according to their skills or expertise. Companies that avoid nepotism in recruitment are often seen as progressive and forward-thinking (Munip, 2019). Placement involves assigning employees to positions that match their potential. The company's effective placement is about filling positions, aligning the right people with the right jobs, and enhancing individual and organizational performance (Agustina et al., 2019).

Recent studies have focused on the impact of recruitment and placement on employee performance. For instance, research by Cindy Vitaloka (2021) and N. I. Saputra (2017) suggests a positive and significant relationship between recruitment, placement, and employee performance. Additionally, Wali (2020) found that job placement directly affects employee performance, while recruitment influences performance indirectly. These findings underscore the importance of recruitment and placement in achieving optimal employee performance.

However, gaps exist in the literature regarding the contextual factors influencing the effectiveness of recruitment and placement processes. For example, while previous studies have highlighted the positive impacts of these HR functions, they still need to sufficiently address the challenges faced by companies where recruitment does not emphasize educational background or job placements do not align with employee skills and passions. This misalignment can lead to dissatisfaction, reduced productivity, and increased turnover, as observed at PT Semen Tonasa's dTonasa'sor division. Employees often express dissatisfaction with their job assignments, citing mismatches between their skills and job requirements and extended working hours or overtime due to inadequate recruitment practices overlooking educational backgrounds. This study aims to explore the specific factors that affect employee performance at PT Semen Tonasa, focusing on the roles of recruitment and placement processes. The research seeks to understand how these HR functions impact employee satisfaction and performance, mainly when there is a need for more alignment between job assignments and employee capabilities. The novelty of this research lies in its focus on the nuances of recruitment and placement practices in the specific context of PT Semen Tonasa's supervisorydTonasa'sor division, offering insights into improving HR strategies to enhance employee satisfaction and performance. The study will investigate whether aligning recruitment and placement more closely with employee skills and educational backgrounds can improve job satisfaction and performance outcomes.

Literature Review

Human Resource Management (HRM) and Its Role in Organizational Effectiveness

Human Resource Management (HRM) involves the strategic approach to managing people within an organization, focusing on effectively utilizing human resources to achieve organizational goals (Fahmi, 2016). HRM encompasses various functions: recruitment, employee development, career management, performance evaluation, compensation, and maintaining good labor relations. The aim is to align HR strategies with the organization's objectives, ensuring that the workforce remains motivated, skilled, and adaptable to changes (Putra et al., 2022). HRM is both a science and an art, managing relationships and roles of the workforce to effectively and efficiently support organizational goals, employee satisfaction, and societal needs.

Recruitment in Human Resource Management

Recruitment is a critical HRM function that involves attracting, identifying, and selecting candidates for employment within an organization (Singodimedjo in Dewi, 2021). Effective recruitment ensures that the organization acquires the right employees with the necessary quality and quantity to meet its needs. A mismatch in recruitment can lead to inefficiencies and failures in achieving organizational objectives. Organizations must employ well-planned recruitment strategies to attract qualified candidates who fit the organizational culture and job requirements (Nelwan & Pandowo, 2017). Effective recruitment has gained importance due to several factors, including potential shortages of skilled employees and budget constraints that necessitate a more strategic approach to hiring (Syafitri & Chairoel, 2019). According to Siagian (2016), the recruitment process should aim to attract as many qualified candidates as possible, increasing the likelihood of finding the best fit for the organization. Recruitment strategies may focus on filling immediate vacancies or longer-term objectives, such as attracting talented individuals for future leadership roles. This requires a broad outreach, including advertisements and clear communication of job requirements, positions, and organizational benefits.

Factors Influencing Recruitment and Selection Techniques

Several factors influence the choice of recruitment techniques, such as available budget and departmental needs (Sarinah, 2016). For organizations requiring many employees, centralized recruitment may be more efficient, as it allows for hiring large numbers in one recruitment drive, thus saving costs. The effectiveness of recruitment also depends on the ability to accurately predict staffing needs and attract a diverse pool of candidates (Asih & Azizah, 2019). Organizations must use various recruitment channels, including internal postings, external advertising, employment agencies, and partnerships with educational institutions, to ensure they reach the most suitable candidates (Sidupa, 2021).

Employee Placement and Its Impact on Performance

Employee placement, another crucial HR function, involves assigning employees to roles that match their skills, potential, and the company's needs (Sari, 2018). This proper placement is instrumental in ensuring that employees are in positions that align with their abilities, leading to optimal job performance and organizational effectiveness. As Khairuddin (2019) emphasizes, correct employee placement is the key to achieving optimal work performance, fostering creativity, and enabling employees to fully utilize their skills and initiatives. Sunyoto (2012) highlights that effective employee placement can take several forms, including promotions, transfers, and demotions, each serving different strategic purposes within the organization. Accurate placement decisions are based on comprehensive assessments of employees' skills, competencies, and potential to ensure they are well-positioned to contribute to organizational goals.

Linking Recruitment and Placement to Employee Performance

Recruitment and placement are closely linked to employee performance. Effective recruitment processes ensure that organizations attract and select candidates well-suited to their roles, contributing to higher performance levels. Similarly, appropriate placement decisions, where employees are assigned, roles aligning with their skills and career aspirations, enhance job satisfaction and performance (Byars & Rue in Wali, 2020). Employee performance is measured by the degree of proficiency in executing job tasks, which is influenced by individual abilities and the extent to which the organization supports employee growth and development (Handoko, 2012).

Hypothesis Development

Recruitment, the pivotal first step in human resource management (HRM), is a process that involves searching, attracting, and selecting prospective employees who have qualifications that match the needs of the organization (Singodimedjo in Dewi, 2021). Effective recruitment is the key to an organization's success, as it ensures that the organization acquires the right workforce, both in terms of quality and quantity. Good recruitment not only focuses on filling vacancies, but also on

achieving the company's long-term goals through the placement of a workforce that suits the needs of the organization (Nelwan & Pandowo, 2017). An effective recruitment process significantly influences employee performance. As Siagian (2016) notes, recruitment is carried out to attract as many prospective applicants as possible, giving the organization a greater choice in selecting candidates who meet the organization's qualification standards. In this context, recruitment becomes the foundation of strong HRM. A well-planned recruitment process, therefore, is crucial. It's about reassurance and confidence in your HRM strategies. Effective recruitment involves using the right strategies to attract applicants who are of high quality and have the potential to contribute significantly to organizational goals (Syafitri & Chairoel, 2019). A well-planned recruitment process should include clear advertising, job vacancy announcements, and a focus on aspects such as qualification requirements, job descriptions, and organizational culture. This is important because it affects applicants' perceptions of the company and the type of workforce they expect to join. The more effective the recruitment process, the higher the chances of acquiring employees who are highly competent and aligned with the needs of the organization.

A relevant theory that supports the importance of recruitment in improving work performance is the Human Capital theory proposed by Becker (1964). This theory states that humans are a form of capital that should be invested in through education and training to increase productivity. In the context of recruitment, this theory emphasizes the importance of acquiring employees with essential qualifications and the potential to develop through training and on-the-job experience. Thus, recruitment is the first step to developing valuable human capital for the organization. This theory is supported by Fahmi's (2016) view, which states that human resource management involves all decisions and practices that affect the organization's human resources. In this case, recruitment is an integral part of HRM because it ensures that the recruited workforce has the necessary abilities and motivation to achieve organizational goals effectively and efficiently. This is in line with the research of Munaty et al. (2022), which shows that the main reason for recruiting is to meet the organization's growing needs and to replace employees who quit or retire.

Previous research shows a positive relationship between recruitment and job performance. Vitaloka (2021) and Saputra (2017) found that effective recruitment and proper employee placement significantly influence employee performance. They emphasized that a good recruitment process involves carefully evaluating the applicant's skills, knowledge, attitudes, and fit with the organization's culture and goals. This research highlights that the quality of recruitment determines the quality of the workforce owned by the company, which in turn affects overall job performance. However, other research shows that while recruitment is essential, its effectiveness depends on the organizational context. For example, Wali's (2020) research shows that recruitment indirectly influences employee job performance, where factors such as training and development, as well as supervision and feedback from management, play an essential role in mediating this relationship. This suggests that while recruitment is an important step in acquiring a qualified workforce, there needs to be additional efforts from the organization to ensure that recruited employees can develop and contribute to their full potential.

H_1: Recruitment has a positive and significant effect on employee performance.

Placement is a process that involves assigning employees to positions that match their skills, experience, and potential (Sari, 2018). Proper placement is vital because it can affect employee motivation, job satisfaction, and job performance. Poor placement can lead to job dissatisfaction, decreased motivation, and increased turnover rates. Therefore, effective employee placement should be a priority for any organization that wants to achieve operational efficiency and optimal performance. Proper placement contributes directly to improved employee performance. When employees are placed in positions that match their skills and interests, they tend to feel more satisfied with their work, which leads to improved performance. Khairuddin (2019) suggests that proper employee placement is one of the keys to achieving optimal work performance. Good placement allows employees to maximize their potential and contribute best to the organization. According to Sunyoto (2012), the dimensions of good placement include promotion, transfer, and demotion. Promotions

allow employees to move up to higher positions with greater responsibilities, while transfers allow employees to gain experience in different work areas. Although usually considered harmful, demotions can be used to place employees in positions where they can be more productive. As such, proper placement encompasses a variety of strategies that organizations can use to ensure that employees are in positions that allow them to deliver top performance.

Human resource management theories emphasize the importance of proper placement in achieving optimal performance. One relevant theory is the Motivation and Job Suitability Theory. It states that employees will be more motivated and satisfied if placed in jobs that match their skills, interests, and values (Handoko, 2012). This theory implies that proper placement ensures employees have a work environment that matches their needs and expectations, increasing motivation and job performance. Herzberg's Two-Factor Theory is also relevant in this context. This theory identifies motivational factors and hygiene factors that influence job satisfaction. Proper placement can be considered a motivational factor as it allows employees to develop and feel valued in their roles, while poor placement can lead to dissatisfaction and hinder performance. Previous research shows that proper placement has a positive effect on employee performance. For example, research by Cindy Vitaloka (2021) and N. I. Saputra (2017) showed that placement by employee competencies significantly improved work performance. This research emphasizes the importance of assessing employees' skills, knowledge, and abilities to determine the most suitable position. By placing employees in the correct position, organizations can ensure that they work optimally and contribute optimally to organizational goals. However, other studies have shown that inappropriate placement can have adverse effects. For example, Wali's (2020) research shows that inappropriate placement can decrease motivation and job performance. This research highlights that poor placement can cause employees to feel dissatisfied with their jobs, negatively affecting their performance. This suggests that while proper placement can improve job performance, inappropriate placement can have the opposite effect.

Proper placement significantly affects employee job performance as it determines the extent to which employees feel motivated and satisfied with their jobs. When employees are placed in positions matching their skills and interests, they tend to be more satisfied with their jobs and more motivated to perform better. Proper placement also allows employees to use their skills to the fullest, which increases work efficiency and effectiveness. Conversely, improper placement can lead to job dissatisfaction and decreased motivation, negatively affecting employee performance. Employees who feel they need to be more suited to their position will likely be less motivated and more likely to seek other opportunities outside the organization. Therefore, organizations need to ensure that they have an effective placement process that considers employees' skills, interests, and potential. Proper placement is essential in ensuring that employees can perform optimally and contribute maximally to organizational goals. By understanding the importance of placement in improving work performance, organizations can develop more effective strategies to manage their human resources and achieve long-term success.

H_2: Placement has a positive and significant effect on employee performance.

Research Design and Methodology

This research is a type of quantitative research. The population in this study included all employees at PT Semen Tonasa Makassar City distribution section, with as many as 40 employees. The number of samples in this study will be determined using the census sampling method, where the entire population will be used as respondents. The data source used in this research is primary data. Primary data is a data source obtained directly from respondents. Primary data from this study were obtained from questionnaires filled out by employees of the PT Semen Tonasa distribution section, including identity and responses according to the questionnaire results. In measuring each variable indicator in this study, a Likert scale with five alternative answers was used, namely: Strongly agree (SS) with a score of 5, Agree (S) with a score of 4, Disagree (KS) with a score of 3, Disagree (TS) with a score of 2 and Strongly Disagree (STS) with a score of 1. The data that has been collected will be analyzed through several stages of testing. The first stage is to conduct a descriptive statistical test.

The second stage is the research data instrument test (validity test, reliability test). The third stage is the classic assumption test (normality test, heteroscedasticity, multicollinearity). The fourth stage tests all hypotheses proposed in this study, which will be proven through partial test (t test), simultaneous test (f test), and coefficient of determination test.

Table 1. Operational Definition of Variables and Indicators

Variable	Code	Indicator	Major Reference
Recruitment	X1.1	Recruitment process	(Sofyan, 2022; Wibowo et al., 2021)
	X1.2	Recruitment method	
	X1.3	Recruitment objective	
	X1.4	Recruitment outcome	
Job Placement	X2.1	Experience	(Cindy Vitaloka, 2021; Erlina, 2018)
	X2.2	Academic achievement	
	X2.3	Age	
	X2.4	Physical health	
Work Achievement	Y1.1	Work quantity	(N. I. Saputra, 2017; Wijayanti, 2020)
	Y1.2	Kualitas kerja	
	Y1.3	Discipline	
	Y1.4	Initiative	
	Y1.5	Cooperation	

Source: Data analyzed, 2023

Findings and Discussion

Findings

This research was conducted by distributing questionnaires to 40 respondents who were employees of PT Semen Tonasa Distributor Makassar City. However, the questionnaires were returned and could be obtained from 34 questionnaires. The characteristics of respondents presented in this study are divided into four groups based on gender, age, length of service, and education. For more details, the characteristics of respondents in this study will be described individually in table 2.

Table 2. Respondent Demographic Data

Variable	Measurement	n	%
Gender	Man	28	82,4%
	Woman	6	17,6%
Age	<40 Year	12	35,3%
	≥40 Year	22	64,7%
Length of work	<10 Year	5	14,7%
	≥10 Year	29	85,3%
Education Level	S1	27	79,4%
	S2	7	20,6%

Source: Processed primary data, 2023

Table 2 shows that the respondents in this study totaled 34 people, whereas, based on gender, 28 people (82.4%) were dominated by men. The remaining six people (17.6%) are women. Based on age group, 22 people (64.7%) were dominated by the ≥40 age group. The remaining 12 people (35.3%) are respondents with age groups <40. So, it can be concluded that employees with age ≥40 years benefit the company because they have more work experience. Based on the length of work, 29 people (85.3%) were dominated by the ≥10 years of work group. The remaining five people (14.7%) are respondents with an age group of <40 years. Based on educational background, 27 people (79.4%) were dominated by the S1 education group. The remaining seven people (20.6%) were respondents with S2 education groups. The level of education respondents possess is very influential in determining the quality of their work. With this level of education, employees already have sufficient knowledge to understand their work.

The first stage is to conduct a data quality test of validity and reliability. This test is carried out to test the validity and reliability of each statement item in measuring variables. The validity test is calculated by looking at the corrected item-total correlation number, provided that the condition is said to be valid if it has a corrected item-total correlation value> 0.30. The basis for decision-making

in the reliability test in this study is if the Cronbach's Alpha (α) value is> 0.60, the questionnaire is declared reliable or consistent. The test results are presented in Table 3.

Table 3. Validity and Reliability Test Results

Variable	Instrument	r-calculated	Cronbach Alpha	Result
Recruitment	X1.1	0,798 > 0,286		Valid dan reliable
	X1.2	0,857 > 0,286	0,856	Valid dan reliable
	X1.3	0,838 > 0,286		Valid dan reliable
	X1.4	0,857 > 0,286		Valid dan reliable
Job Placement	X2.1	0,829 > 0,286		Valid dan reliable
	X2.2	0,672 > 0,286	0,628	Valid dan reliable
	X2.3	0,605 > 0,286		Valid dan reliable
	X2.4	0,657 > 0,286		Valid dan reliable
Work Achievement	Y1.1	0,922 > 0,286		Valid dan reliable
	Y1.2	0,789 > 0,286		Valid dan reliable
	Y1.3	0,808 > 0,286	0,855	Valid dan reliable
	Y1.4	0,752 > 0,286		Valid dan reliable
	Y1.5	0,719 > 0,286		Valid dan reliable

Source: SPSS Output, 2023

The data in Table 3 confirms the validity of all question items in the questionnaire, establishing them as reliable research measuring instruments. This is supported by the Corrected Item - Total value> 0.286. The reliability test results in the table further reinforce this, demonstrating that all variables used as instruments in the study are reliable and can be used as data collection tools. The high level of reliability of the instrument, as indicated by the alpha coefficient value> 0.60, ensures that the measurement results can be trusted.

The second stage is to conduct a calculous assumption test, which tests normality, heteroscedasticity, and multicollinearity. The normality test is carried out to see whether the dependent and independent variables have a normal distribution in the regression model. A good regression model is a normally distributed regression model. A reliable method is to look at the standard probability plot. The normal plot graph shows that the points spread around the diagonal line, and the distribution follows the direction of the diagonal line.
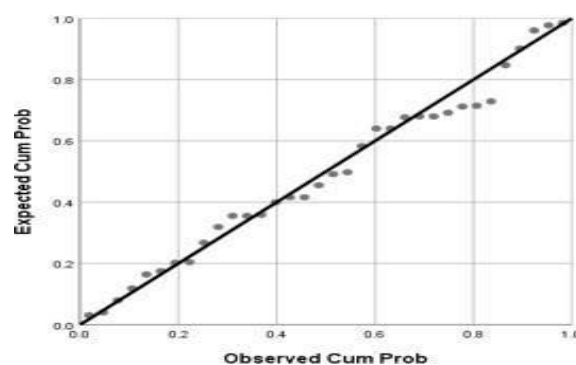

Figure 1. Normality Test Results
Source: SPSS Output, 2023

Based on the normal probability plot graph, the points spread around the diagonal line, and the distribution follows the diagonal line, so the distribution pattern is normal. Next, a multicollinearity test is carried out to test for correlation between independent variables in the regression model. In a good regression model, there should be no correlation between variables. The presence or absence of multicollinearity in the regression model can be seen from the tolerance value, and its opposite can be seen by looking at the variance inflation factor (VIF). The commonly used cut-off value is a tolerance value of 0.01. One way to test for multicollinearity can be seen from the Variance Inflation Factor (VIF). If the VIF value> 10, then multicollinearity occurs. The test results can be seen in Table 4.

Table 4. Multicollinearity Test Results

Variable	VIF	Info
Recruitment	1,370	No Multicollinearity
Job Placement	1,370	No Multicollinearity

Source: SPSS Output, 2023

Based on Table 4, it can be concluded that the regression model for the independent variables proposed by the researcher to be studied is free from multicollinearity. This can be proven by looking at the table above, which shows the VIF value of each independent variable <10 and can be used to determine the effect of integration on work performance. After the results of the classical assumption test are carried out and the overall results show that the regression model meets the classical assumptions, the next step is to evaluate and interpret the multiple regression model. Multiple linear regression tests were conducted to determine the functional relationship between independent and dependent variables. The regression analysis results calculated using SPSS can be seen in Table 5.

Tabel 5. Multiple Linear Regression Analysis Results (Coefficients[a])

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.912	.422		-2.161	.038		
	Recruitment	.515	.072	.622	7.177	.000	.730	1.370
	Job Placement	.680	.141	.417	4.817	.000	.730	1.370

a. Dependent Variable: Work Achievement
Source: SPSS Output, 2023

From the results of the analysis with the help of SPSS in table 5, the regression equation can be written as follows

$$Y = -0{,}912 + 0{,}515X_1 + 0{,}680X_2$$

In the multiple linear regression equation, it can be explained in detail that the constant value is -0.912. This means that if there is no change in the Recruitment and Placement variables, then Work Performance will decrease by 0.912. However, the positive regression coefficient values for Recruitment (0.515) and Placement (0.680) provide strong evidence that these factors have a significant positive effect on Work Performance. Each increase in the Recruitment and Placement variables will lead to a corresponding increase in Work Performance, reinforcing the validity of our findings.

Furthermore, a partial test was conducted to determine whether the independent variable (X) significantly affected the dependent variable (Y). Testing is done with a significance level of 0.05. If Sig>0.05, then the proposed hypothesis is rejected. Conversely, if Sig.<0.05, the proposed hypothesis is accepted. The test results can be seen in Table 6.

Table 6. Hypothesis Test Results (Coefficients[a])

Variable	Sig.<α	Info	Hipotesis
Recruitment	0,000<0,05	Significant	Accepted
Job Placement	0,000<0,05	**Significant**	Accepted

Source: SPSS Output, 2023

Based on the partial test results, it is known that Recruitment (X1) and Placement motivation (X2) each partially have a significant influence on Work Performance. The F statistical test shows whether all independent or independent variables included in the model have a joint influence on the dependent/dependent variable. Testing is carried out with a significance level of 0.05. If Sig.>0.05, then the proposed hypothesis is rejected. Conversely, if Sig.<0.05, the proposed hypothesis is accepted. The test results for the F test (simultaneous) can be seen in Table 7.

Table 7. F Test Results - Simultaneous (ANOVA[a])

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.628	2	5.814	75.815	.000[b]
	Residual	2.377	31	.077		
	Total	14.005	33			

a. Dependent Variable: Work Achievement
b. Predictors: (Constant), Recruitment, Job Placement
Source: SPSS Output, 2023

Table 8. Determination Coefficient Test Results (Model Summary[b])

Model	R	R Square	Adjusted R Square	Std. Error of theEstimate
1	.911[a]	.830	.819	.27692

a. Predictors: (Constant), Recruitment, Job Placement
b. Dependent Variabel: Work Achievement
Source: SPSS Output, 2023

Based on the results of the simultaneous test carried out between the Recruitment and Placement variables on Work Performance, the Sig is known. The value is 0.000. This value is smaller than the degree of error ($\alpha = 0.05$) (0.00 <0.05). In other words, the Recruitment and Placement variables simultaneously have a significant influence on Work Performance. Furthermore, the coefficient of determination analysis is carried out to determine how much the model's ability in the study explains the dependent variable. Based on Table 8, the correlation coefficient value is 0.911. So, it can be stated that there is a positive relationship between the recruitment, placement, and work performance variables and the employee performance variable, which is categorized as very strong. Based on the determination coefficient test results, it is known that the Recruitment and Placement variables can explain Work Performance by 83.0%. The remaining 17.0% of Work Performance is explained by other variables not included in the study.

Discussion

Recruitment on Work Performance

Recruitment is an essential process in human resource management that aims to attract and select prospective employees who match the organization's needs. According to the Resource-Based View (RBV) theory, human resources are one of the most valuable assets for an organization and can provide a competitive advantage if managed properly (Barney, 1991). In this context, effective recruitment is the first step to ensure the organization has qualified human resources. An effective recruitment process can help organizations get candidates with the right skills, knowledge, and competencies to meet organizational needs.

This theory is supported by Castetter's research in Fariany (2016), which states that implementing recruitment that is not to the plan can cause significant problems such as mismatches in personnel placement, low performance, high absenteeism, and anti-organizational behavior. Poor recruitment can also lead to additional costs due to high turnover and the need for retraining. Conversely, recruitment done correctly can minimize these problems and improve employee performance. Research by Erlina (2018) and N. I. Saputra (2017) also supports these findings, showing that good recruitment positively and significantly influences employee performance.

The reason why recruitment significantly influences work performance can be explained from several points of view. First, good recruitment ensures that the organization attracts candidates who fit the organization's culture and have the skills needed for the available positions. Suitable candidates are likelier to adapt to the work environment and perform well. Second, a transparent and fair recruitment process can increase new employees' initial job satisfaction, which impacts their motivation to perform better and be more productive. Third, by placing the right people in the correct positions, organizations can maximize the potential of everyone, reduce the possibility of work errors, and improve operational efficiency. Therefore, proper recruitment is essential to achieve optimal work performance.

Job Placement on Work Performance

Employee placement places individuals in specific roles or positions that best suit their skills, interests, and abilities. Based on the Person-Job Fit theory, proper placement is the key to improving employee performance. This theory states that when employees are placed in positions that match their skills and preferences, they will be more motivated, satisfied, and productive (Edwards, 1991). Good placement allows employees to use their skills optimally, feel valued, and be motivated to perform best. Previous research by Sofyan (2022) and Wibowo et al. (2021) support this theory by finding that job placement positively and significantly affects employee performance. These studies show that when employees are placed in roles that match their skills and interests, they tend to feel more comfortable and confident in carrying out their tasks. This increases job satisfaction, commitment, and, ultimately, job performance.

The explanation of why placement significantly affects job performance can be seen from several aspects. First, when employees are placed in positions that match their skills and interests, they tend to be more engaged in their work, more eager to face challenges, and better equipped to achieve job targets. Second, proper placement reduces the likelihood of job conflicts and work stress as employees feel more capable of handling the assigned tasks. Third, appropriate placement also increases employees' sense of belonging and loyalty to the organization, as they feel valued and allowed to develop according to their potential. Proper placement benefits employees individually and supports the organization's strategic goals. By placing the right people in the correct positions, an organization can optimize its human resources, reduce costs associated with turnover and retraining, and increase overall productivity. It also helps the organization achieve its goals more efficiently and effectively. Therefore, proper placement is an essential strategy in human resource management to achieve high work performance.

Conclusion

This study demonstrates that both recruitment and placement significantly impact employee performance. Effective recruitment is crucial in selecting candidates who align with the organization's needs, skills, and culture, enhancing overall work performance. Similarly, proper employee placement, which aligns individuals' skills and preferences with job roles, fosters higher motivation, job satisfaction, and productivity. These findings align with theories such as the Resource-Based View (RBV) and Person-Job Fit, highlighting the importance of aligning human resource practices with organizational goals to optimize performance.

The research provides valuable insights into the strategic role of recruitment and placement in human resource management. Theoretically, it reinforces the importance of aligning human resource strategies with organizational objectives to achieve competitive advantage. Practically, the study underscores the need for organizations to invest in robust recruitment and placement processes to ensure that employees are well-suited to their roles and motivated and engaged, which ultimately drives organizational success. The study contributes to the existing literature by providing empirical evidence on the direct relationship between these human resource practices and employee performance, thereby offering a foundation for future research on optimizing workforce management strategies.

However, this study has some limitations. The research is based on data from a specific organizational context, which may limit the generalizability of the findings to other settings or industries. Additionally, the study focuses primarily on the internal recruitment and placement processes without considering external factors such as market conditions or industry standards that might influence employee performance. Future research could explore these aspects further, examining how external environmental factors interact with internal human resource practices to affect performance outcomes. Expanding the scope of the study to include diverse organizational settings and industries would provide a more comprehensive understanding of the dynamics at play in employee performance.

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