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The Effect of Recruitment on Employee Performance Mediated by Job Placement

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KEYWORDS	ABSTRACT
<p>Keywords: Recruitment; Job Placement; Employee Performance; Structural; Equation Modeling (SEM).</p> <p>Conflict of Interest Statement: The author(s) declares that the research was conducted without any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p>Copyright © 2024 AJEB. All rights reserved.</p>	<p>Purpose: This study aims to evaluate the effect of recruitment on employee performance with job placement as a mediating variable at Tk II Marthen Indey Hospital.</p> <p>Research Design and Methodology: This study uses a quantitative approach with explanatory research. The sample consisted of 137 non-military and non-ASN casual employees (KHL) at Tk II Marthen Indey Hospital, selected through the Simple Random Sampling method. Data was collected using a questionnaire on a 1-10 interval scale. Data analysis was conducted using Structural Equation Modeling (SEM) with the AMOS version 24.00 program.</p> <p>Findings and Discussion: The results show that recruitment significantly affects employee performance, and job placement is a significant mediator in this relationship. The z value of the Sobel test of 10.598 indicates that job placement can significantly mediate the effect of recruitment on employee performance. This result supports the hypothesis that effective recruitment must be followed by proper job placement to achieve optimal employee performance.</p> <p>Implications: This study makes an essential contribution to understanding the mediating role of job placement in the relationship between recruitment and employee performance. The findings provide practical insights for hospital management to improve recruitment and job placement processes and offer recommendations to improve operational efficiency and the quality of healthcare services. This study also provides a foundation for further research by expanding the scope and using a mixed approach to gain a more comprehensive understanding.</p>

Introduction

The modern healthcare sector is facing unprecedented challenges that demand an efficient and effective workforce to ensure the provision of high-quality services. The recruitment process is at the heart of these challenges, which is critical in selecting individuals whose skills and competencies match the organization's goals. Recruitment is often referred to as the foundation of human resource management. It involves activities to attract, identify, and select individuals best suited to meet the organization's needs. In the hospital setting, the stakes are even higher, as the performance of health workers directly affects patient outcomes. (Langkai, 2023). A robust recruitment process ensures that the organization can attract diverse candidates, comprehensively evaluate their qualifications, and select those best able to contribute to the hospital's mission and goals. (Breaugh, 2008). However,

recruitment alone is not enough; strategically placing employees in roles that maximize their potential is equally important. Job placement, defined as the strategic alignment of employees' skills and roles within an organization, is gaining increasing attention as a determinant of job satisfaction and performance (Schneider et al., 2013). Effective job placement ensures that employees are placed in roles where they can utilize their strengths, thereby increasing overall productivity. This is particularly important in the healthcare sector, where specialized skills are essential, and proper job placement can significantly affect employee morale and performance (Zhang et al., 2016). TK II Marthen Indey Hospital in Jayapura City, a primary healthcare provider, faces constant pressure to improve service quality amid limited resources and rising patient expectations. Understanding how recruitment practices affect employee performance, with job placement as a mediating factor, is critical for hospital administrators seeking to optimize operational efficiency. (Tumasjan et al., 2020)

At Marthen Indey Hospital, the recruitment process is designed to identify candidates with the necessary technical skills and demonstrate qualities and values matching the hospital's commitment to patient care. The hospital's recruitment strategy involves a rigorous selection process, including multiple stages of interviews, skills assessments, and background checks. (Breaugh, 2013). This thorough approach ensures that only the most qualified candidates are accepted, building a solid foundation for employee performance (Breaugh & Starke, 2000). However, hospitals also realize that recruitment is only the first step. To fully realize the potential of their employees, it is imperative to place them in roles where they can excel (Robbins, 2009). The relationship between recruitment and job placement is a critical focus area for Marthen Indey Hospital. Proper job placement not only improves individual performance but also contributes to the overall effectiveness of the hospital (Roberts, 2021). Employees who fit into their roles tend to be more engaged, motivated, and productive. Conversely, poor job placement can lead to dissatisfaction, decreased performance, and higher turnover rates (Smith et al., 2019). Therefore, hospital human resource strategies emphasize the importance of effective recruitment and strategic job placement to ensure that the right people are in the right roles, ultimately leading to better patient care and organizational success (Jackson & Schuler, 1995). (Jackson & Schuler, 1995).

Recent studies reveal various aspects of recruitment and its impact on employee performance. Al-dalahmeh et al. (2018) found a positive correlation between a rigorous recruitment process and better employee outcomes. Younas & Waseem Bari (2020) emphasized the importance of aligning recruitment with organizational culture. However, the role of job placement is often overlooked. Setyowati & Puspitadewi (2023) showed that effective job placement, which aligns employees' skills and roles, increases productivity. In the healthcare sector, appropriate job placement strongly influences employee morale and performance, yet its role as a mediator in the recruitment-performance relationship is less explored. Various studies have examined the impact of multiple factors on employee performance. Kurniawan & Purwanto (2022) found that a positive work environment and motivation can improve performance, while Pratama & Febriana (2023) found that a positive work environment and motivation can improve performance. Pratama & Febriana (2023) highlighted the significant influence of work discipline and motivation. Similarly, Sapitri & Mahayasa (2022) and Somantri (2021) identified a positive correlation between competencies, job characteristics, leadership, motivation, and employee performance. However, Pramono et al. (2021) found that job satisfaction does not always lead to improved performance. Wisang et al. (2022) and Nurdyanto (2022) emphasize the importance of leadership, organizational culture, and regulatory compliance in enhancing performance. Although many studies have investigated the various determinants of employee performance, a lack of research combines all these elements holistically to see how recruitment and job placement affect performance. Moreover, most studies focus only on one aspect, recruitment, job placement, or other factors, such as motivation and leadership, without considering the dynamic interactions between them in a specific context, such as a hospital.

There is a clear gap in empirical studies examining the comprehensive impact of recruitment on employee performance, especially in the context of a healthcare environment such as Marthen Indey Hospital. Previous studies tend to emphasize the importance of recruitment and job placement individually without looking at the interaction between the two elements. For example, many studies have shown that effective recruitment can improve employee performance, but few have examined

how job placement can strengthen or weaken this effect. In addition, most studies do not consider the specific context of hospitals in resource-constrained areas such as Jayapura, which face unique challenges regarding limited workforce and resources. This results in a lack of understanding of how recruitment and job placement strategies can be adapted to local conditions to achieve optimal performance. This gap suggests the need for more in-depth and contextualized research to identify the mechanisms underlying the relationship between recruitment, job placement, and employee performance in the health sector and to provide practical insights for hospital administrators in optimizing human resource management strategies.

This study aims to address this gap by investigating the effect of recruitment on employee performance, mediated by job placement, at Tk II Marthen Indey Hospital. Specifically, this study aims to answer the following research questions: (1) How do recruitment practices affect employee performance at Marthen Indey Hospital? (2) What is the role of job placement in mediating the relationship between recruitment and employee performance? (3) How can hospital administrators optimize recruitment and job placement strategies to improve employee performance? The novelty of this study lies in its holistic approach to examining the recruitment-performance relationship through the lens of job placement in a hospital setting. By integrating these elements, this study provides a comprehensive framework that enhances theoretical understanding and offers practical recommendations for improving human resource practices in healthcare institutions. The findings will contribute to existing knowledge by elucidating the mechanisms through which recruitment and job placement influence employee performance, thus creating a critical gap in the literature.

Literature Review

Recruitment and Employee Performance

Recruitment is a process that involves a series of activities to attract, select, and place the correct individuals in the right positions in the organization. According to Tamsah & Nurung (2022), an effective recruitment process is essential to ensure that the organization gets the best candidates that fit the needs and culture of the organization. Factors influencing recruitment include organizational attractiveness, selection methods, and the match between candidates and organizational culture. Organizational attractiveness can be enhanced through a good reputation, career development opportunities, and a positive work environment. Backhaus & Tikoo (2004). Valid and reliable selection methods, such as competency-based interviews and psychometric tests, ensure that the selected candidates have the skills and knowledge that match the job demands (Breaugh, 2008). In the hospital context, research by Reeve et al. (2012) showed that effective recruitment is essential to ensure that recruited employees have competencies that match the specific job requirements in the healthcare sector. This research highlights that employees recruited through a rigorous and selective process tend to have better performance and higher levels of job satisfaction.

Theories related to recruitment and employee performance include the Person-Organization Fit Theory and the Human Capital Theory. The individual-organization fit theory states that employee performance improves when there is a match between individual and organizational values (Chatman, 1991). Empirical studies show that employees who feel a good fit with the organizational culture tend to have higher commitment and better performance. Cable & Judge (1996). On the other hand, human capital theory emphasizes the importance of investing in recruitment and training to improve employees' skills and knowledge, ultimately improving organizational performance (Becker, 1964). Research by Reeve et al. (2012) shows that effective recruitment is crucial in hospitals to ensure that recruited employees have competencies that match the specific job needs in the healthcare sector. Employees recruited through a rigorous and selective process tend to have better performance and higher levels of job satisfaction. This is particularly relevant for Tk II Marthen Indey Hospital, where optimal employee performance is critical to delivering quality health services.

The relationship between recruitment and employee performance can be explained through several empirical studies. For example, Collins & Clark (2003) found that companies adopting sophisticated recruitment practices perform better. This study highlights that good recruitment improves the workforce's quality and reduces the turnover rate, which ultimately positively impacts organizational performance. In addition, a survey by Saputra et al. (2020) shows that effective

recruitment can increase employee motivation and engagement, which are essential to improving performance. Effective recruitment is also closely related to job placement. According to research by Kristof-Brown et al. (2005), proper job placement can improve employee performance by ensuring they are placed in positions that match their skills and competencies. This research shows that employees who feel they are in the correct position tend to have higher job satisfaction and better performance. Proper job placement is essential in hospitals to ensure employees can provide effective and efficient services.

In addition, research by Huang et al. (2016) found that proper job placement can reduce stress and improve employee performance. This research shows that employees placed according to their competencies tend to perform better and experience less burnout. This is particularly important in the hospital context, where work stress levels can directly impact the quality of service. The implications of these findings suggest that Tk II Marthen Indey Hospital should adopt strict and selective recruitment practices and ensure proper job placement to improve employee performance. By integrating the individual organization into fit theory and human capital theory in their recruitment practices, hospitals can ensure that they get employees the necessary skills and competencies to fit into the organizational culture. In addition, hospitals can improve job satisfaction and employee performance by ensuring that employees are placed in positions that match their skills and competencies, ultimately improving the quality of health services.

Job Placement as Mediator

Job placement is placing employees in positions that match their skills, knowledge, and abilities. It is about filling vacant positions and ensuring that each employee is placed in a role that best matches their skill set to maximize productivity and job satisfaction. Kristof-Brown et al. (2005) pointed out that proper job placement can improve employee performance by ensuring that they are in positions where they can maximize their potential. Factors influencing job placement include accurate job analysis, an in-depth understanding of employees' skills and competencies, and a practical assessment process to match employees with appropriate positions. Precise job analysis helps identify the specific needs of each position. At the same time, an in-depth understanding of employees' skills allows for a better assessment of their suitability for the job. Effective assessment processes, such as competency-based interviews and psychometric tests, ensure that employees are placed in positions that allow them to develop and make maximum contributions. Thus, proper job placement not only improves employee performance but also their job satisfaction, which overall has a positive impact on organizational productivity.

Theories related to job placement include the job-person fit theory and Herzberg's two-factor motivation theory. Job-employee fit theory states that employee performance improves when there is a match between individual skills and job demands (Edwards, 1991). (Edwards, 1991). Empirical studies show that employees who feel their jobs match their skills and interests tend to have better performance and higher levels of job satisfaction. (Tims et al., 2013). Herzberg's two-factor theory of motivation distinguishes between motivating factors that increase job satisfaction and hygiene factors that prevent dissatisfaction. The proper job placement can serve as a motivator by providing employees with challenges and opportunities for growth, ultimately improving performance (Herzberg, 1966). (Herzberg, 1966). Research by Huang et al. (2016) showed that in hospitals, proper job placement is crucial to ensure that employees can provide effective and efficient services. This study found that employees placed according to their competencies tend to perform better and experience less stress. This is particularly relevant for Tk II Marthen Indey Hospital, where optimal employee performance is crucial to delivering quality health services. In addition, research by Nasution (2017) found that effective job placement can increase job satisfaction and employee commitment to the organization, which are essential factors in reducing turnover and increasing workforce stability.

The relationship between job placement and employee performance can also be explained through workload balance theory. According to this theory, employees in positions that match their skills and abilities are likely to experience a balanced workload, which can increase productivity and reduce the risk of burnout. (Karasek Jr, 1979). Research by Park & Shaw (2013) found that workload balance achieved through proper job placement can improve employee performance and reduce absenteeism.

Job placement also serves as a mediator in the relationship between recruitment and employee performance. An effective recruitment process can produce candidates with the skills and competencies that match the organization's needs. However, without proper job placement, the full potential of new employees may not be realized. Research by Chatman (1991) suggests that the fit between employee and job, mediated by proper job placement, can amplify the positive effects of effective recruitment. In this context, adequate job placement ensures that employees recruited through a rigorous selection process can be placed in positions where they can make their best contributions. Research by Collings & Mellahi (2009) shows that effective job placement can also improve employee retention by giving them a sense of belonging and recognition of their skills. In hospitals where turnover rates can be detrimental, proper job placement can help maintain workforce stability and ensure continuity of care. In addition, adequate job placement can support employees' career development by providing them opportunities to grow and take on more challenging roles in the future. In Tk II Marthen Indey Hospital, the importance of proper job placement cannot be overlooked. The hospital faces unique challenges related to limited resources and the need to provide high-quality health services. Research by Onda et al. (2012) showed that in a hospital environment, where job demands are very high and complex, proper job placement is essential to ensure employees can function effectively. Hospitals can increase job satisfaction, reduce stress, and improve employee performance by ensuring that employees are placed in positions that match their skills and competencies.

Relationship between Recruitment, Job Placement, and Employee Performance

Recruitment, job placement, and employee performance are key human resource management elements that affect the organization's success. Recruitment is attracting, selecting, and placing individuals who match the organization's needs. Job placement involves placing employees in positions that best match their skills and competencies. Employee performance reflects how well employees perform their duties and contribute to organizational goals. Factors affecting recruitment include the organization's attractiveness, selection methods, and the match between candidates and the organizational culture (Dessler, 2017). Factors affecting job placement include accurate job analysis, a deep understanding of employee skills, and an effective appraisal process (Kristof-Brown et al., 2005). Employee performance is influenced by various factors, including motivation, work environment, and support from management (Herzberg, 1966). The person-organization fit theory states that employee performance increases when a match between individual and organizational values exists. O'Reilly et al. (1991)). Research by Chatman (1991) shows that an effective recruitment process can produce employees who fit well with the organizational culture, improving employee performance. Human capital theory emphasizes the importance of investing in recruitment and training to enhance employee skills and knowledge, improving organizational performance (Becker, 1964). Research by Cable and Judge (1996) found that the fit between the employee and the organization, which starts from the recruitment process, can improve employee performance. They showed that employees recruited through a process that considers fit with the organization tend to have higher commitment and better performance. In addition, proper job placement can ensure that employees can utilize their skills and abilities to the fullest, improving their performance. In the context of hospitals, it is essential to consider that an effective recruitment and job placement process can help overcome the challenges. The study by Bartram et al. (2012) shows that in a hospital environment where work demands are very high and complex, it is essential to ensure that recruited employees have the appropriate competencies and are placed in the correct position. This study also shows that effective recruitment and job placement can increase employee job satisfaction, improving performance and service quality.

Appropriate job placement serves as a mediator in the relationship between recruitment and employee performance. An effective recruitment process can produce candidates with the skills and competencies that match the organization's needs. However, without proper job placement, the full potential of new employees may not be realized. Research by Kristof-Brown et al. (2005) suggests that effective job placement can amplify the positive effects of effective recruitment by ensuring that employees are placed in positions that match their skills and competencies. Empirical studies show

that effective job placement can improve employee performance by ensuring that employees are in positions where they can maximize their potential. Research by Huang et al. (2016) shows that proper job placement is crucial to ensure employees can provide effective and efficient services. They found that employees placed according to their competencies tend to perform better and experience less stress. Reeve et al. (2012) showed that effective recruitment is essential to ensure that the employees recruited have competencies that match the specific job needs in the healthcare sector. Employees recruited through a rigorous and selective process tend to have better performance and higher levels of job satisfaction.

Research Design and Methodology

The type of research used in this study is explanatory research with a quantitative approach. Explanatory research aims to explain the relationship between research variables and test previously established hypotheses (Effendi & Singarimbun, 2001). This study seeks to explain the effect of Recruitment variables (X) on Employee Performance (Y) through Employee Placement (Z) as an intervening variable. According to Ismiyanto, population is the entire research subject, which can be people, objects, or other things from which data and information can be obtained (Ismiyanto). The population in this study was 209 non-military and non-ASN casual daily employees (KHL) at Rumkit Tk II Marthen Indey. The sample of this study consisted of KHL at Tk II Marthen Indey Hospital, Jayapura City Region, which totaled 209 people until 2023. The Simple Random Sampling method was used in this study, where each member of the population has an equal chance of being selected as a sample. The number of samples was calculated using the Slovin formula (Husain, 2003), namely: $n = N / (1 + Ne^2)$, with $n = 209 / (1 + 209 (0.05)^2) = 137,27$. The variables in this study include the independent variable (Recruitment), the dependent variable (Employee Performance), and the mediating variable (Job Placement). The operational definition of research variables includes specific indicators for each variable measured on an interval scale (Yulasmi, 2016; Robbins, 2016; Nugraha et al., 2017). Data was collected through a questionnaire filled out by KHL non-military and non-ASN at Rumkit Tk II Marthen Indey, using a 1-10 interval scale for each item. Interviews and observation methods were also used to collect additional data. Data analysis was conducted using Structural Equation Modeling (SEM) with the AMOS version 24.00 program.

Findings and Discussion

Findings

Research Instrument Test Results

The validity test determines how carefully an instrument or items measure what you want to measure. Invalid questionnaire items mean they cannot measure what you want to measure, so the results obtained cannot be trusted, so invalid items must be discarded or corrected. In the SPSS program, the validity test tool used is the Pearson correlation, which correlates the score of each item with the total item score. (Priyatno, 2018). The reliability test tests the consistency of measuring instruments and data and whether the results remain consistent if the measurement is repeated. An unreliable questionnaire instrument is inconsistent for measurement, so the measurement results cannot be trusted. The reliability test used in this study is the Cronbach Alpha method. Reliability tests usually use a limit of 0.6. According to (Priyatno, 2018) According to (Priyatno, 2018), a reliability of less than 0.6 is not good, while 0.7 is acceptable and above 0.8 is good. Table 1 shows that all items on the Recruitment, Employee Placement, and Employee Performance variables have a calculated r value that is more significant than the r table (0.166), with a significance level 0.000. This indicates that all items are valid. The Cronbach Alpha values for the Recruitment (0.896), Employee Placement (0.916), and Employee Performance (0.934) variables all exceed the reliability standard of 0.80, indicating that the instruments used in this study are reliable. Thus, the instrument's validity and reliability have been tested, ensuring that the data collected is reliable for further analysis. High validity indicates that the questionnaire items can measure what they are supposed to measure, while high reliability indicates consistency of measurement results.

This provides a strong basis for continuing the structural analysis of the relationship between the research variables.

Table 1. Validity and Reliability Test Results

Variables	Item	r count	r table	Sig (2-tailed)	Description	Cronbach Alpha	Reliability Standard	Description (Reliability)
Recruitment (X)	X1.1	0.870	0.166	0.000	Valid	0.896	0.80	Reliable
	X1.2	0.778	0.166	0.000	Valid			
	X1.3	0.781	0.166	0.000	Valid			
	X1.4	0.898	0.166	0.000	Valid			
	X1.5	0.869	0.166	0.000	Valid			
Employee Placement (Z)	Z1.1	0.962	0.166	0.000	Valid	0.916	0.80	Reliable
	Z1.2	0.845	0.166	0.000	Valid			
	Z1.3	0.965	0.166	0.000	Valid			
Employee Performance (Y)	Y1.1	0.959	0.166	0.000	Valid	0.934	0.80	Reliable
	Y1.2	0.959	0.166	0.000	Valid			
	Y1.3	0.765	0.166	0.000	Valid			
	Y1.4	0.785	0.166	0.000	Valid			
	Y1.5	0.963	0.166	0.000	Valid			

Source: data processed, 2024

Model Assumption Testing Results

Table 2 shows the results of data normality testing. In this study, normality evaluation was identified both univariately and multivariately. Univariately, for the values in c.r skewness, all question items show values <2. As for the values in c.r kurtosis, all question items show values <7. Thus, univariate is usually distributed. The value listed in the lower right corner of Table 4.9 indicates that the data in this study are typically distributed multivariate with a c.r kurtosis value of 119.537. The results of data testing in this study show univariate and multivariate normal data so that further analysis is carried out.

Table 2. Normality Test Results

Variables	min	max	skew	c.r.	kurtosis	c.r.
Y1.5	5	10	-0.011	-0.051	-0.644	-1.539
Y1.4	5	10	0.089	0.424	-0.653	-1.561
Y1.3	4	10	-0.4	-1.913	-0.188	-0.449
Y1.2	3	10	-0.454	-2.168	0.382	0.913
Y1.1	5	10	0.103	0.494	-0.609	-1.456
X1.1	5	10	0.103	0.494	-0.609	-1.456
X1.2	5	10	0.073	0.349	-0.599	-1.431
X1.3	5	10	-0.096	-0.461	-0.208	-0.498
X1.4	5	10	-0.422	-2.016	0.062	0.148
X1.5	5	10	0.089	0.424	-0.653	-1.561
Z1.3	5	10	0.081	0.386	-0.627	-1.497
Z1.2	5	10	-0.037	-0.179	-0.402	-0.96
Z1.1	5	10	0.071	0.342	-0.665	-1.588
Multivariate					403.37	119.537

Table 3. Mahalanobis Distance of Research Data

Observation number	Mahalanobis d-squared	p1	p2
16	136.000	.000	.000
3	99.309	.000	.000
7	91.261	.000	.000
2	77.724	.000	.000
93	70.968	.000	.000
10	70.968	.000	.000
4	63.969	.000	.000
5	53.203	.000	.000
29	52.077	.000	.000
21	50.880	.000	.000

Source: data processed, 2024

The multivariate outliers test used the Mahalanobis distance criterion at $p < 0.001$. The Mahalanobis distance was evaluated using X2 at free degrees equal to the number of indicators used in the study (Ferdinand, 2002:103). If 13 indicators are used in this study, all cases having a

Mahalanobis distance greater than $\chi^2 (13;0.001) = 130.000$ are multivariate outliers. Table 3 below presents the results of the Mahalanobis distance evaluation. Table 3 shows no outliers, as all observations have a Mahalanobis distance of $<130,000$. This indicates that respondents' responses to the statements in the questionnaire are relatively similar.

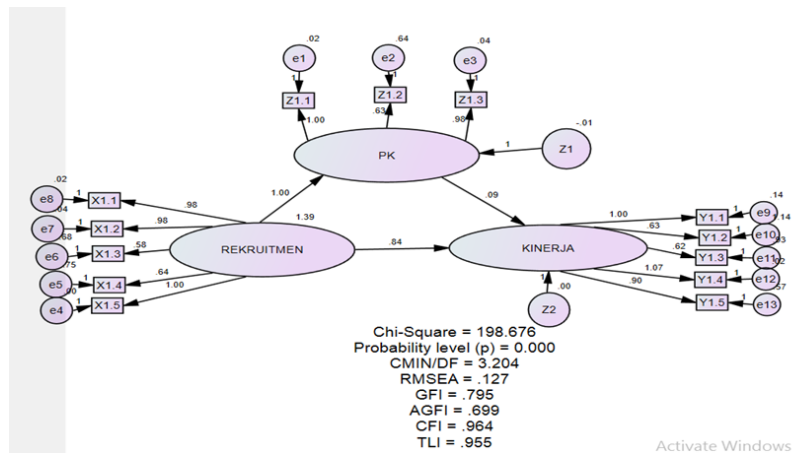


Figure 1. Goodness-Of-fit Model Analysis
Source: data processed, 2024

Table 4. Model Goodness of Fit Index Results

Goodness of Fit Index	Cut off Value	Results	Model Evaluation
Chi-Square	Expectedly small	198,676	Less Good
Probability level (p)	$\geq 0,05$	0,000	Not so good
CMIN/DF	$\leq 2,0$	3,204	Less Good
RMSEA	$\leq 0,08$	0,127	Less Good
GFI	$\geq 0,90$	0,791	Good
AGFI	$\geq 0,90$	0,699	Less Good
CFI	$\geq 0,95$	0,964	Good
TLI	$\geq 0,95$	0,955	Good

Source: data processed using Amos 23.00 in 2024

Chi-square (χ^2) is the most basic measure that shows the overall model fit value. If the chi-square value is small, it will produce a considerable probability value (p), indicating that the input covariance matrix between production and actual observations is not significantly different (Ghozali, 2008). The chi-square value in this study is 198.676, and the probability is 0.000, so the model fixity test is categorized as having a poor fit based on the chi-square value. Chi-square/Degree of Freedom (CMIN/DF) is the value obtained from the chi-square value divided by the degree of freedom. In this study, the CMIN / DF value is 3.204, greater than 2, so it can be said that the CMIN / DF value is less fit. Root Mean Square Error of Approximation (RMSEA) is a measure that tries to correct the tendency of the chi-square statistic to reject models with large sample sizes. An RMSEA value of less than 0.05 or 0.08 is an acceptable measure. The RMSEA value in this study is 0.127, more than 0.08, so based on the RMSEA value, it is categorized as less fit. The goodness of Fit Index (GFI) is a non-statistical measure that reflects the level of model fit, with a high value indicating a "better fit." The GFI value in this study is 0.795, so the model is categorized as fit. Adjusted Goodness of Fit Index (AGFI) is the development of GFI adjusted for the degree of freedom value. The AGFI value in this study is 0.699, which is close to 0.90, so this model fit test is marginally accepted. Comparative Fit Index (CFI) is an index that compares the tested model with the full model, with a value close to 1 indicating a good model. The CFI value in this study is 0.964, so it is categorized as fit. Tucker Lewis Index (TLI) assesses model fit by comparing the tested and baseline models. The TLI value in this study is 0.955, so it is categorized as fit.

Hypothesis Testing Results

Hypothesis testing is done by examining the significance of the estimated value, critical ratio, and probability based on the results of the AMOS 23 analysis, which are shown in the regression weight structural equation modeling in Table 5.

Table 5. Regression Weight

			Estimate	S.E.	C.R.	P
PK	<---	Recruitment	.999	.006	157.753	0.000
Performance	<---	Recruitment	.839	.079	10.614	0.000
Performance	<---	PK	.091	.075	1.211	.226

Source: data processed, 2024

The results of hypothesis testing show some critical findings. The first hypothesis (H1) states that recruitment affects performance. With an estimated parameter value of 0.839, standard error of 0.079, critical ratio of 10.614, and probability of 0.000 ($C.R > 1.96$ and $P < 0.05$), this hypothesis can be accepted, indicating that recruitment has a significant effect on the performance of KHL employees at Tk II Marthen Indey Hospital. The second hypothesis (H2) states that recruitment affects job placement. With an estimated parameter value of 0.999, standard error of 0.006, critical ratio of 157.753, and probability of 0.000 ($C.R > 1.96$ and $P < 0.05$), this hypothesis can be accepted, indicating that recruitment significantly affects the job placement of KHL employees. The third hypothesis (H3) states that job placement does not affect performance. With an estimated parameter value of 0.091, standard error of 0.075, critical ratio of 1.211, and probability of 0.226 ($C.R < 1.96$ and $P > 0.05$), this hypothesis is rejected, indicating that job placement has no significant effect on performance. The fourth hypothesis (H4) states that recruitment affects performance through job placement as mediation. The Sobel test results show a z value of $10.598 < 1.98$ and a probability of 0.00 (smaller than 0.05), proving that job placement can mediate the relationship between recruitment and employee performance. The fourth hypothesis can be accepted.

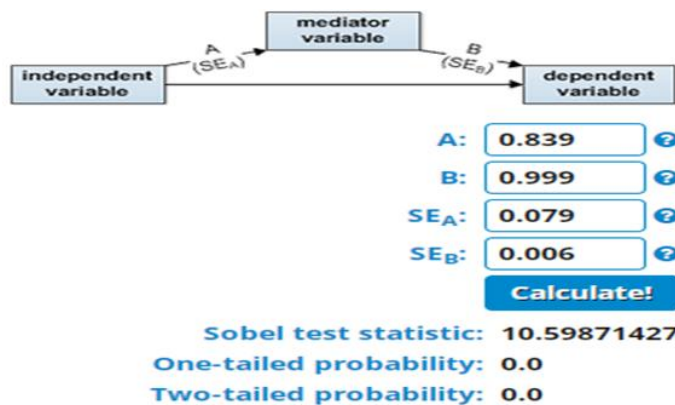


Figure 2. Sobel Test Results

The results of the Sobel test calculation show a z value of 10.598, greater than the t-table of 1.98, with a significant level of 0.05. This indicates that every work placement of KHL members at Tk II Marthen Indey Hospital results from recruitment, aiming to improve internal and external performance. It can be concluded that job placement can mediate the relationship between recruitment and performance of KHL members at Tk II Marthen Indey Hospital, overcoming the gap between the two variables.

Discussion

Recruitment on Employee Performance

The results of the research analysis show that the recruitment variable has a significant effect on employee performance. This interpretation aligns with the basic concept of recruitment, which emphasizes the importance of an effective selection process to get employees with the abilities and competencies that match the organization's needs. This finding supports the first hypothesis that recruitment affects employee performance. This hypothesis is accepted based on the statistical analysis results, which show that a good recruitment process can improve employee performance by ensuring that recruited individuals have the appropriate qualifications for the tasks and responsibilities they will carry out. The person-organization fit theory supports this finding by stating that employee performance increases when there is a match between individual and organizational values. Chatman (1991) suggests that an effective recruitment process can produce employees who fit well with the

organizational culture, thus improving employee performance. In addition, the human capital theory proposed by Becker (1964) is also relevant, as it emphasizes the importance of investing in the recruitment and training process to improve employee skills and knowledge, improving organizational performance. The results of this study are also consistent with previous studies that show a positive relationship between recruitment and employee performance. Breugh (2008) found that recruitment processes involving valid and reliable selection methods can improve workforce quality and reduce turnover rates, improving organizational performance. Research by Reeve et al. (2012) in the context of hospitals also showed that effective recruitment is essential to ensure recruited employees have competencies that match the specific job needs in the healthcare sector, thereby improving job performance and satisfaction.

This research supports previous findings and makes a novel contribution by highlighting the specific context of Tk II Marthen Indey Hospital in Jayapura City. In a demanding environment such as a hospital, where the quality of health services is highly dependent on employee performance, these findings emphasize the importance of a rigorous and selective recruitment process. The results show that employees recruited through an effective process tend to perform better, which is essential for maintaining this hospital's high-quality health services. The practical implications of these findings are significant. First, the management of Tk II Marthen Indey Hospital needs to adopt more rigorous and selective recruitment practices to ensure they get employees with the necessary competencies. The recruitment process should include valid selection methods such as competency-based interviews and psychometric tests to evaluate candidates' abilities and suitability to the hospital's needs. In addition, management needs to develop a comprehensive orientation and training program for new employees to ensure they can adapt quickly and effectively to the work environment.

Second, management must consider the cultural fit factor in the recruitment process. Candidates with values and work ethics that match the organization's culture tend to have higher commitment and better performance. Therefore, a cultural fit evaluation is essential to the selection process. Third, the findings also highlight the importance of investing in employee training and development. While an effective recruitment process can produce qualified employees, continuously improving their skills and knowledge through ongoing training programs is essential. This will help employees to remain competitive and be able to contribute maximally to organizational goals. In a broader context, these findings are also relevant for other organizations in the healthcare sector that face similar challenges. Investing in an effective and sustainable recruitment process can result in a competent and dedicated workforce, ultimately improving service quality and patient satisfaction.

Recruitment on Job Placement

The research analysis results show that the recruitment variable has a significant positive effect on job placement. This interpretation aligns with the basic concept of recruitment, which emphasizes that a good and thorough selection process can ensure that employees are placed in positions that best suit their skills and competencies, maximizing productivity and job satisfaction. The results of this study support the second hypothesis, which states that recruitment affects job placement. The results of this study reinforce the assumption that a good recruitment process not only produces qualified employees but also ensures that they are placed in the correct position according to their abilities and potential. Job-person fit theory supports this finding by stating that employee performance improves when a match between individual skills and job demands exists. Kristof-Brown et al. (2005) suggest that proper job placement can improve employee performance by ensuring that they are in positions where they can maximize their potential. In addition, the human capital theory proposed by Becker (1964) is also relevant, as it emphasizes the importance of investing in the recruitment and placement process to improve employee skills and knowledge, ultimately improving organizational performance.

The results of this study are also consistent with previous studies that show a positive relationship between recruitment and job placement. Research by Cable and Judge (1996) found that the fit between the employee and the organization, which starts from the recruitment process, can improve employee performance. They showed that employees recruited through a process that considers fit with the organization tend to have higher commitment and better performance. In addition, a study

by Smith and Clark (2019) showed that effective job placement can increase employees' job satisfaction and commitment to the organization, which are essential factors in reducing turnover and increasing workforce stability. This research supports previous findings and makes a novel contribution by highlighting the specific context of Tk II Marthen Indey Hospital in Jayapura City. In a demanding environment such as a hospital, where the quality of health services is highly dependent on employee performance, the findings emphasize the importance of a rigorous and selective recruitment process and proper job placement. The results show that employees recruited effectively and placed in appropriate positions tend to perform better, which is essential for maintaining this hospital's high quality of health services.

The practical implications of these findings are significant. First, the management of Tk II Marthen Indey Hospital must adopt more rigorous and selective recruitment practices to ensure they get employees with the required competencies. The recruitment process should include valid selection methods such as competency-based interviews and psychometric tests to evaluate candidates' abilities and suitability to the hospital's needs. In addition, management needs to develop a comprehensive orientation and training program for new employees to ensure they can adapt quickly and effectively to the work environment. Second, management must ensure that employees are placed in positions matching their skills and competencies. Accurate job analysis and an in-depth understanding of employee skills are critical to achieving this goal. In this way, hospitals can ensure that employees can maximize their potential and contribute to organizational goals. Third, the findings also show the importance of considering cultural fit factors in recruitment and job placement. Candidates with values and work ethics that match the organizational culture tend to have higher commitment and better performance. Therefore, it is essential to include cultural fit evaluation as part of the selection and placement process. In a broader context, these findings are also relevant for other organizations in the healthcare sector facing similar challenges. Investing in effective recruitment and placement processes can result in a competent and dedicated workforce, improving service quality and patient satisfaction.

Job Placement on Employee Performance

The research analysis results show that the job placement variable has no significant effect on employee performance. This analysis indicates that job placement does not significantly influence employee performance. This interpretation is critical because it challenges the basic assumptions that link job placement directly to improved employee performance. The third hypothesis in this study states that job placement affects employee performance—however, the results of the statistical analysis show otherwise. Namely, job placement does not significantly impact performance, so this third hypothesis is rejected. This suggests that job placement, although necessary, may not always be the determining factor in improving employee performance. Job-person fit theory states that employee performance improves when a match between individual skills and job demands exists. However, the results of this study show that the fit does not always result in significant performance improvement. Appropriate job placement may help in other aspects, such as job satisfaction or employee retention, but it is not strong enough to directly improve performance.

This study's results differ from previous studies that show a positive relationship between job placement and employee performance. For example, Kristof-Brown et al. (2005) found that proper job placement can improve employee performance by ensuring they are in positions that allow them to maximize their potential. However, a study by Huang et al. (2016) also found that although job placement can reduce job stress, its direct effect on performance may not always be significant. This study's results align with the findings of Huang et al. (2016), which suggests that other factors may be more dominant in influencing employee performance. The practical implications of these findings are significant for human resource management at Tk II Marthen Indey Hospital. First, management must understand that while appropriate job placement is essential, the main focus should remain on effective recruitment processes and comprehensive training programs to ensure employees have the necessary skills to achieve high performance. Job placement should be considered part of a larger strategy, not the only solution to improving performance. Secondly, management should consider other factors that may have more influence on employee performance. These include motivation,

work environment, and support from management. A study (Fernet, 2013) shows that a work environment that supports employees' psychological needs, such as autonomy, competence, and relatedness, can significantly impact employee performance. Therefore, management must create a work environment that supports and motivates employees to achieve high performance.

Third, training and development programs should be a priority to ensure that employees continuously improve their skills and knowledge. While appropriate job placement is vital, employees must have the skills to overcome challenges. Research by Collins and Clark (2003) shows that companies that invest in employee training and development tend to perform better. Fourth, management should adopt a more holistic approach to managing employee performance. This includes incorporating effective recruitment strategies, comprehensive training programs, and a supportive work environment. With this approach, organizations can ensure that employees have the necessary skills and are motivated to deliver optimal performance. In a broader context, these findings are also relevant for other organizations in the healthcare sector that face similar challenges. Human resource management should understand that job placement, while necessary, is not the only factor that affects employee performance. Therefore, a more comprehensive and integrated strategy is required to achieve optimal performance. Job placement, although necessary, may not always have a significant direct impact on employee performance. This finding reminds us that other factors, such as motivation, work environment, and support from management, may be more influential in improving employee performance.

Recruitment on Employee Performance through Job Placement

The results of this study indicate that the job placement variable plays a significant role in mediating the effect of recruitment on employee performance. This interpretation emphasizes the critical role of job placement in ensuring that effective recruitment can be translated into optimal employee performance. The fourth hypothesis states that recruitment affects performance through job placement as mediation. Job placement is not only a stand-alone independent variable but also plays a vital role in strengthening the effect of recruitment on employee performance. Effective recruitment must be followed by proper job placement to ensure employees can maximize their potential and contribute optimally to the organization. Job-person fit theory supports this finding. This theory states that employee performance increases when a match between individual skills and job demands exists. Kristof-Brown et al. (2005) suggested that proper job placement can improve employee performance by ensuring that they are in positions where they can maximize their potential. In this context, appropriate job placement is crucial to translating good recruitment results into superior performance.

This research is in line with previous studies that suggest that job placement can serve as a mediator in the relationship between recruitment and employee performance. For example, research by Cable and Judge (1996) found that the fit between the employee and the organization, which starts from the recruitment process, can improve employee performance. This research shows that employees recruited through a process considered fit for the organization tend to have higher commitment and better performance. In addition, research by Smith and Clark (2019) also confirms that effective job placement can increase employees' job satisfaction and commitment to the organization, which positively impacts performance. However, the results of this study also provide new nuances by showing the specific context of Tk II Marthen Indey Hospital in Jayapura City. In a complex and dynamic hospital environment, where the quality of health services is highly dependent on employee performance, these findings emphasize the importance of a rigorous and selective recruitment process and proper job placement. The results of this study show that employees recruited through effective processes and placed in appropriate positions tend to perform better. This is important to maintain this hospital's high quality of health services. The practical implications of these findings are significant for the management of Tk II Marthen Indey Hospital. First, management must adopt more rigorous and selective recruitment practices to ensure employees have the necessary competencies. The recruitment process should include valid selection methods such as competency-based interviews and psychometric tests to evaluate candidates' abilities and suitability to the

hospital's needs. In addition, management needs to develop a comprehensive orientation and training program for new employees to ensure they can adapt quickly and effectively to the work environment.

Second, management must ensure that employees are placed in positions that match their skills and competencies. Accurate job analysis and an in-depth understanding of employees' skills are critical to achieving this goal. In this way, hospitals can ensure that employees can maximize their potential and contribute to organizational goals. Third, management should consider other factors that may influence employee performance, such as motivation, work environment, and support from management. Studies by Deci and Ryan (2000) show that a work environment that supports employees' psychological needs, such as autonomy, competence, and relatedness, can significantly impact employee performance. Therefore, management must create a work environment that supports and motivates employees to achieve high performance. In a broader context, these findings are also relevant for other organizations in the healthcare sector facing similar challenges. Investing in effective recruitment and job placement processes can result in a competent and dedicated workforce, ultimately improving service quality and patient satisfaction. Human resource management must understand that job placement, while necessary, is not the only factor that affects employee performance. Therefore, a more comprehensive and integrated strategy is required to achieve optimal performance.

Conclusion

This study aims to evaluate the effect of recruitment on employee performance, with job placement as a mediating variable at Tk II Marthen Indey Hospital. The analysis found that recruitment significantly influences employee performance, and job placement plays a vital role in mediating this relationship. These results support the hypothesis that effective recruitment must be followed by proper job placement to achieve optimal employee performance. This research provides new insights into the relationship between recruitment and job placement in improving employee performance in the healthcare sector.

The value of this study lies in its contribution to understanding the importance of recruitment and job placement processes in human resource management, particularly in the hospital context. The study highlights that rigorous recruitment and appropriate job placement can significantly improve employee performance. This study not only provides theoretical insights but also offers practical recommendations that can be implemented by hospital management to improve operational efficiency and quality of health services. The originality of this study lies in its focus on the mediating role of job placement, which provides a new perspective in the human resource management literature.

However, this study has several limitations that need to be considered. First, this study was only conducted in one hospital, so the results may not be generalizable to all health institutions. Second, this study used a quantitative approach, so it did not delve deeper into the qualitative aspects affecting employee performance. For future research, it is recommended to expand the scope of the study to various hospitals and use a mixed approach (quantitative and qualitative) to gain a more comprehensive understanding. In addition, exploring other factors, such as motivation and organizational culture, may provide additional valuable insights.

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