



The Effect of Recruitment and Placement on Employee Performance (Literature Study)

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Abstract: Maintaining employee performance become one of the issues faced by many organizations all over the world. The purpose of this paper is to investigate the role of recruitment and placement on employee performance. The literature study was based on 10 empirical studies from any national and international journals. The result suggests that recruitment and placement were significantly related to employee performance in Indonesia. The limitation of this research is only for the general employee, who was working in Indonesia. For further research, it can compare international workers to find out the relationship between recruitment and placement on employee performance.

Keywords: recruitment, placement, performance employee

INTRODUCTION

Intensive global competition, deregulation, and technical advances have sparked ideas for change that have made many institutions or organizations unable to survive. This phenomenon implies that human resource management practices and policies can play an important role in encouraging employee loyalty. Human resources are the main assets for institutions or organizations that are active planners and actors in various activities within an organization in order to achieve organizational goals. To achieve the organization's goals, human resources need to be given sufficient encouragement so that they can be motivated, they need to be given awards in the form of career development, promotions and bonuses that can provide satisfaction for employees which in the end employees will be loyal to the organization.

There are many aspects in human resource management that need to be considered so as not to cause negative effects for employees. Among them are recruitment, placement and role conflict. In terms of recruitment, a very basic problem faced by many organizations or institutions is how to attract applicants or job seekers in order to work optimally in the institution. More than that, employees will be able to support the sustainability of the organization, institution or institution where they work. Many things can be optimized in the recruitment process in order to get the best results. One of them is the procurement of CPNS in East Lombok Regency carried out with the Computer Assisted Test (CAT) system to tackle corruption, collusion and nepotism, Pujihartini (2022).

One of the causes of low-performing employees is a mismatch with the job. The discrepancy with the work that is felt in the employee occurs because there are employees

in certain sections who must act as employees in other sections. As an illustration, there are employees in the Finance Department whose duties are as people who do only small parts of financial administration, but also have to explain various things about financial concepts that should be the responsibility of a professional, besides that they must also explain to other employees how accounting information system works.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Recruitment

Recruitment according to Heru (2015) is the process of finding and withdrawing a group of prospective employees who have the potential to fill job vacancies. Most organizations perform a recruitment function managed by the human resources department. The seriousness of an organization's recruitment efforts and the use of recruitment methods is determined by the human resource planning process and the specific needs of the job

Recruitment is more complex than a manager might think. This activity does not involve simply placing an ad or calling a job agency. First of all, recruitment efforts must be in accordance with the strategic plan of the institution. Second, some recruitment methods are better than others, depending on the type of job. Third, recruitment success depends on graduates from problem areas and HR non-recruitment policies (Dessler, 2011)

Recruitment success becomes difficult to achieve if the job to be filled is not clearly defined. Besides that, whether the job to be filled is an existing job or includes a job that has just been created, the requirements must be formulated precisely for the benefit of implementing effective recruitment.

According to Gomes (2010) recruitment is the process of finding, finding and attracting applicants to be employed in and by an organization. According to Heru (2015), the ultimate goal of recruitment is to gather prospective employees who have the potential to fill existing job vacancies.

Continuing the opinion of Heru (2015), organizational recruitment programs are designed to gather talent for organizations. From this pool of talent, the organization hopes to have someone who meets the requirements for the current job vacancy. In this case, the important question that arises then is which recruitment method is the best for pooling talent? Many studies have been conducted to answer this question. One study concluded that employee referral is the most effective method when compared to other methods. From the study it was found that the turnover rate of employees recruited by this method was lower when compared to the turnover rate of employees recruited by other methods.

Placement

According to Rosidah (2014), placement is a policy taken by the head of an agency, or the personnel department to determine whether an employee is still permanent or not placed in a certain position or position based on consideration of certain skills, skills or qualifications.

According to Jackson (2011) states that placement is placing someone's position into the right job position, how well an employee fits his job will affect the amount and quality of work. So that the placement of employees in an institution must consider suitability. The fit between the applicant and the organization influences both the institution's willingness to make a job offer and also the applicant's willingness to accept the job. Putting someone into a suitable position is called placement.

The opinion that job placement is the end of the selection process is not wrong as far as new employees are concerned. It's just that the latest human resource management theory emphasizes that work placements do not only apply to new employees, but also apply to old employees who experience assignments and mutations. This means that the concept of work placement includes promotions, transfers/over assignments, even demotions (Siagian, 2013)

Performance

Employee performance in general is the result achieved by employees in work that applies to a particular job. Mangkunegara (2010), states that performance is the result of

work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Dessler (2011), provides another understanding of performance, which is a comparison between actual work results and the work standards set and the performance itself focuses more on the results of its work.

Jackson (2011), states that a person's performance standards are seen by the quantity of output, output quality, output period, attendance at work and cooperative attitude. These performance standards are set based on job criteria, namely explaining what the organization has given its employees to do, therefore individual performance in job criteria must be measured, compared to existing standards and the results must be communicated to all employees. Mathis and Jackson also explained that performance standards can be in the form of production output or better known as numerical performance standards and non-numeric performance standards. Jackson (2011), argues that performance appraisal is a process of evaluating how well employees do their jobs when compared to a set of standards and then communicating this to employees.

METHODS

This research is used a literature study, namely several articles identified by descriptive analysis and exploratory by comparing or reviewing the content or discussion and conclusions of each study. The method used is a literature review and empirical studies on various books and previous research journals, with a focus on recruitment and placement on employee performance. Data collection using search engines such as Research Gate, Google Scholar, Emerald, etc. Which the years of source between 2019 until 2022. This study uses 10 scientific articles as data sources with details in table 1.

Table 1. Summary of scientific articles

Research, Years and Journals	Title	Research Object
Agustina et al (2019), European Journal of Human Resource Management Studies	The Effect Of Recruitment, Training And Placement On The Performance Of Employees In P.T Astra International Tbk, Toyota Auto 2000 Sm. Raja Medan	Employees of PT. Astra International Tbk, Toyota AUTO 2000 SM. Raja Medan
Suwarto & Subyantoro (2019), International Journal of Computer Networks and Communications Security	The Effect of Recruitment, Selection and Placement on Employee Performance	Employees at PT Green Glovers Indonesia in Klaten
Fitri et al (2021), The International Journal of Social Sciences World (TIJOSSW)	The Effect of Recruitment, Selection, and Placement on Employee Performance	General Employees
Ragilio (2022), Jurnal Ilmu dan Riset Manajemen	The Effect of Recruitment, Selection and Placement on Employee Performance	Employees of PT Cipta Karya Buana
Hanifah (2022), Jurnal Mantik	Analysis Of Employee Recruitment And Placement Policy On Achievement Working At Pt. Langkat Award Prosperous	Employees Placement at PT. Anugerah Langkat Makmur
Vitaloka & Normansyah (2021), Jurnal Sains Ekonomi (JSE)	The Effect of Recruitment, Job Placement, Performance Monitoring and Compensation Employee Work at the Kisaran Post Office	Employees of PT. Pos Indonesia (Persero) Post Office Kisaran.

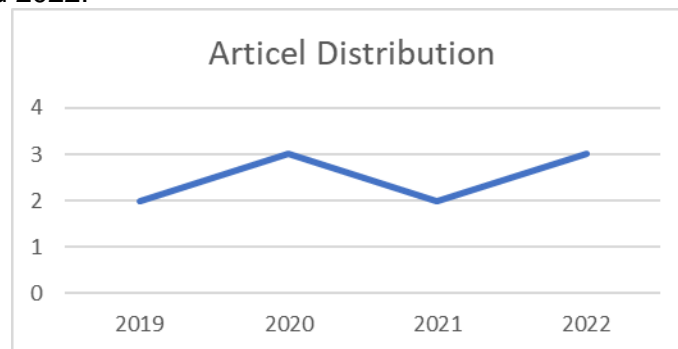
Saputra et al (2020), INOBIS: Jurnal Inovasi Bisnis dan Manajemen Indonesia	The Influence of Human Resource Planning, Recruitment and Placement on Representative Office Employee Performance Bank Indonesia Bengkulu Province	Employees of Bank Indonesia Representative Office Provinsi Bengkulu
Alwi, M., & Sugiono, E. (2020)	The Influence of Recruitment, Work Placement and Compensation on Employee Performance at PT Indoturbine Central Jakarta.	Employees of PT Indoturbine
Putri (2022), Jurnal Nasional Manajemen Pemasaran & SDM	The Effect of Recruitment and Job Placement on Employee Performance at the District Office Kemuning Palembang	Employees of District Office Kemuning Palembang
Abror (2020), eJournal Administrasi Bisnis	Recruiting And Placement Influence On Employee Performance In CV. Yen Fun In Samarinda	Employees of CV. Yen's Delight in Samarinda

Source : Data Search 2022

RESULT AND DISCUSSION

Article Distribution

This research is a literature study using 10 journals, 3 of which are international journals and 7 national journals, where all research is conducted in Indonesia. The whole research discusses recruitment and placement variables. Analysis of the data used in study, 80% using multiple regression analysis and 20% using Structural Equation Models with Partial Least Square (PLS) approach. The average sample used in the study as many as 72 respondents. The majority of the research objects are employees aged 20 to 40 years in various industrial sectors. Two articles published in 2019 and 2021, while three articles published in 2020 and 2022.



Source : Data Search 2022

Figure 1. Article distribution

Discussion

Table 2. Conclusion of scientific articles

Research	Variabel	Method and Sample	Conclusion
Agustina et al (2019)	X1 = Recruitment X2 = Training X3 = Placement Y = Employee's Performance	Multiple Regression Analysis with 59 respondents	X1, X2 and X3 variable have a positive influence on the performance of employees
Suwarto & Subyantoro (2019)	X1 = Recruitment X2 = Selection X3 = Placement Y = Performance	Structural Equation Modeling SEM - PLS with 90 Respondents	X2 and X3 variable have a significant effect on employee performance but X1 variable has no effect on employee performance

Fitri et al (2021)	X1 = Recruitment X2 = Selection X3 = Placement Y = Performance	Structural Equation Modeling (SEM) with the Smart PLS version 3.2.9 program, 153 Respondents	X1, X2 and X3 variable have a significant effect on the performance of employees
Ragilio (2022)	X1 = Recruitment X2 = Selection X3 = Placement Y = Performance	Multiple Regression Analysis with 86 respondents	X1 has a negative influence, but X2 and X3 have a positive influence, and X2 has a significant effect on performance but X1 and X2 has not significant effect
Hanifah (2022)	X1 = Recruitment X2 = Employee Placement Y = Work Performance	Multiple Regression Analysis with 43 Companies and The Entire Population	X1, X2 variable have a significant effect on the performance of employees
Vitaloka & Normansyah (2021)	X1 = Recruitment X2 = Placement X3 = Control X4 = Compensation Y = Work Performance	Multiple Regression Analysis with 32 Population	X1, X2, X3 and X4 variable have a positive and significant effect on employee performance
Saputra et al (2020)	X1= HR Planning X2= Recruitment X3= Placement Y = Performance	Multiple Regression Analysis with 48 Respondents	X1, X2 and X3 variable have a positive and significant effect on employee performance
Alwi, M., & Sugiono, E. (2020)	X1 = Recruitment X2 = Placement X3 = Compensation Y = Performance	Multiple Regression Analysis with 116 Respondents	X1, X2 and X3 variable have a positive and significant effect on employee performance
Putri (2022)	X1 = Recruitment X2 = Placement Y = Performance	Multiple Regression Analysis with 45 Population	X1, and X2 variable have a positive and significant effect on employee performance
Abror (2020)	X1 = Recruitment X2 = Placement Y = Performance	Multiple Regression Analysis with 73 Population	X1, and X2 variable have a positive and significant effect on employee performance

Source : Data Search 2022

Of the ten research samples related to the effect of recruitment and placement on employee performance, the results obtained mostly have a positive influence on employee performance. As explained by Vitaloka & Normansyah (2021), that recruitment, placement, supervision and control have a positive and significant effect on employee performance at PT. Pos Indonesia (Persero) Kisanan Post Office. This is in line with research conducted by Putri (2022), Abror (2020), Hanifah (2022), Fitri (2022), Alwi (2020), Agustina (2022) and Saputra (2020) that recruitment and placement have a positive and significant effect on employee performance.

This is different from the research conducted by Suwanto & Subyantoro (2019) which states that placement has no effect on employee performance at PT Green Glovers Indonesia in Klaten. Meanwhile, the results that were examined by Raglio (2022) stated that the employee recruitment process has a negative and insignificant effect on employee

performance, according to him, the lack of quality in the company's recruitment needs to be improved in order to get better output to realize all the aspirations, hopes and dreams of the company.

Besides the recruitment and placement variables, it turns out that there are also several variables that can affect employee performance. Among them is the quality of employee training such as research conducted by Agustina (2019), employee selection based on research by Suawarto (2019), Fitri (2021), Ragilio (2022), compensation based on research by Vitaloka (2021), Alwi (2020), employee supervision based on research by Vitaloka (2021), and HR Planning based on research by Saputra (2020). Most of the research was conducted using the multiple regression analysis method and some others used the structural equation modeling method.

CONCLUSIONS

Mostly there is an influence from the quality of recruitment and placement on employee performance. However, there are some differences and limitations in the results of previous empirical research, so it is possible to further study the relationship between recruitment and placement on employee performance. The limitation of this study is to only use the method of literature review and empirical studies so that further research can be carried to compare international workers to find out significant relationships or differences in the recruitment system and employee placement in achieving employee performance. The method that can be used in further research is multiple linear regression analysis, path analysis and structural equation modeling using SPSS and PLS (Partial Least Square) software.

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