

**PENGARUH REKRUTMEN DAN PENEMPATAN KERJA
TERHADAP KINERJA KARYAWAN PADA
PT. TORGANDA KANTOR DIREKSI
MEDAN**

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ABSTRACT

ANGGA SAPUTRA, 168320117, *The Effect of Recruitment and Job Placement on Employee Performance at PT. Torganda Kandir* .Essay. 2020.

The purpose of this study was to determine the effect of recruitment on employee performance, to determine the effect of job placement on employee performance and to determine the effect of recruitment and job placement on employee performance at PT. Torganda Kandir. The population in this study were all PT. Torganda Kandir, amounting to 118 employees, where the sampling was 54 employees. The data collection techniques used in this study were documentation, questionnaires and interviews. The analysis technique used in this research is multiple linear regression, partial test (t test), simultaneous significance test (F test) and the coefficient of determination. The results of the research show that there is a significant and positive influence of the recruitment variable on the employee performance variable, there is a significant and positive influence of the job placement variable on the employee performance variable, the simultaneous testing shows that the recruitment and job placement variables have a significant and positive effect on employee performance at PT. . Torganda Kandir, with an R Square value of 0.700 or 70%, which means that recruitment and job placement have an effect on employee performance of 70%, while the remaining 30% are other variables not examined by this study, such as leadership. , discipline, work environment and other variables

Keywords: Recruitment, Job Placement and Employee Performance

CHAPTER I

INTRODUCTION

1.1. Background of Study

The progress of a company does not only depend on modern equipment, complete facilities and infrastructure, but rather depends on the people who carry out the work. The success of a company is strongly influenced by the individual achievements of its employees. Every company will always try to improve work performance in order to achieve the goals. If the quality of human resources is not considered, the company will experience a decline in performance.

High employee performance is one of the requirements in achieving company goals. The achievement of company goals is obtained from the company's efforts in managing human resources that have the potential to improve their work results. Good performance is optimal performance, namely performance that is in accordance with organizational standards and supports the achievement of organizational goals. A good organization is an organization that seeks to improve the capabilities of its human resources, because it is a main factor in improving employee performance.

Company performance has always been a measure of the success of the company's activities. The purpose of performance measurement is to compare current achievements with the previous year or the achievements of competitors. By knowing its performance, the company can revise irrelevant policies so that future achievements will be better.

Performance is the result of work that has a strong relationship with the organization's strategic goals, satisfaction and contributes to the economy. Performance not

only states as a result of work, but also states how the work process takes place. To realize the performance and success of employees in the long term in addition to the company's policies, increasing the performance of individual employees will encourage the performance of human resources as a whole. The factors that can improve performance capabilities can be measured from recruitment.

Recruitment is the process of finding and "attracting" prospective employees (applicants) who are able to apply as employees. Recruitment is a series of activities that starts when a company needs workers and opens vacancies until it gets the required candidate or meets the qualifications according to the existing position.

Recruitment can have a positive impact on the growth of employee performance levels. For this reason, recruitment must be carried out properly and appropriately in order to obtain competent and quality human resources. Without competent people, the organization and management will fail to achieve their goals.

In addition to recruitment, performance can also be affected by the appropriate placement of employees. Employee job placement is a series of steps carried out to decide whether an employee is placed in a certain position or not within the company. The right employee placement is a way to optimize knowledge, skills, and attitudes towards work performance for the employees themselves.

It is very important because for a company, placing employees in the right position is the main thing because it is closely related to employee performance in providing great benefits for the company. The right employee placement is one of the keys to obtaining optimal performance from each employee, both creativity and initiative will develop. It will bring an organization or the company to optimal work results because there is a positive correlation between employee placement and employee performance improvement.

As an effort to develop the potential of employees, it is expected that an organization can conduct recruitment and work placements according to the abilities of employees so that human resources in the organization can work productively, skilled, creative, disciplined, professional and able to utilize, develop and master knowledge. Moreover, capable of management, so as to support the achievement of employee performance.

PT. Torganda Kandir is a private company engaged in oil palm plantations and industry by processing plantation products in the form of Fresh Fruit Bunches (FFB) to produce Crude Palm Oil (CPO), the palm kernel. From the initial survey conducted on employee performance, there were several problems including some employees who had not fully complied with the policies that had been made by the company, there were employees who quit and of course it interfered on employee performance. Moreover, in the administrative management process of recruiting workers or accepting new employees, the company still uses a manual method, namely data processing is done using file sheets that become a stacked file so it takes a long time to manage.

Furthermore, there are several complaints experienced by several employees including the presence of employees who are placed not according to their expertise, it can be seen from some employees who do not master the work given by their superiors, such as the receptionist in delivering information by employees who have a different educational background. By the conditions felt by the employees, the work given is not able to be achieved optimally.

Based on the description above, the author is interested in analyzing the correlation between recruitment and job placement on employee performance, therefore, the researcher is interested in conducting research titled **"The Effect of Recruitment and Job Placement on Employee Performance at PT. Torganda Kandir"**.

1.2. Formulation of Study

Based on the background that has been stated previously, the formulation of study are as follows:

1. Is there any effect of recruitment on employee performance at PT. Torganda Kandır?
2. Is there any effect of job placement on employee performance at PT. Torganda Kandır?
3. Is there any effect of recruitment and job placement on employee performance at PT. Torganda Kandır?

1.3. Objectives of Study

Based on the formulation of the problems above, the objectives of this study is meant to find out some things as follows:

1. To find out the effect of recruitment on employee performance at PT. Torganda Kandır.
2. To find out the effect of job placement on employee performance at PT. Torganda Kandır.
3. To find out the effect of recruitment and job placement on employee performance at PT. Torganda Kandır

1.4. Significance of Study

This research is expected to provide benefits for various parties, namely:

1. **For the author:** it is expected to enrich knowledge and insight for researcher about human resource management.
2. **For companies,** it is expected can provide input and suggestions for improving human resources at PT. Torganda Kandır.

3. **For other parties:** this study is expected can be used as reference material for other researchers in the future to discuss the same research.



CHAPTER II

THEORETICAL FRAMEWORK

2.1. Theoretical Description

2.1.1. Performance

2.2.1.1. The Definition of Performance

Every employee in the organization is required to make a positive contribution through good performance, considering that organizational performance depends on the performance of its employees. According to Simamora (2010 p.34), performance is the level at which employees achieve job requirements efficiently and effectively. Employee performance is work performance, namely the comparison between the work results that can be seen in real with the work standards that have been set by the organization.

The results of work both in quality and quantity achieved by an employee in performing the duties must be in accordance with the responsibilities given to him. Meanwhile, Rivai (2011 p. 532) stated that performance is the willingness of a person or group of people to carry out an activity and accomplish it with the expected results.

Based on some notions of performance above, it can be concluded that performance is the result of work both in quality and quantity that has been achieved by employees in carrying out their duties in accordance with the responsibilities given to the organization. The results of their work are adjusted to the work expected by the organization through the criteria or employee performance standards applicable in the organization.

2.1.1.2. Performance Appraisal

Performance appraisal is an organizational process for assessing the performance of its employees. According to Mathis and Jackson (2015 pp. 81-82), performance appraisal

is the process of evaluating how well employees do their work when compared to a team and then communicating it with employees concerned.

To find out whether the performance of the employee is high or low requires a good assessment from the management, if the appraisal system is not good then the implementation of employee performance will also not be effective. According to Usmara (2010 p.219), most employee performance appraisals have so far been unacceptable because they have weaknesses, namely:

1. The work of staff, managers are tied to many systems, processes and people. But the focus of employee performance appraisal is only on individuals, this results in an individual assessment not as a system in an organization.
2. Employee performance appraisal considers the system in the organization to be consistent, and predictable. In fact, systems and processes are subject to change because management must consciously make changes according to their abilities and business demands.
3. Employee performance appraisal demands an objective, consistent, trustworthy and fair appraisal process, but on the other hand, employee performance appraisal will be seen by employees as sudden and based on favoritism. Employee performance appraisal is expected to be able to measure employee performance and can be useful for employee development under certain conditions so that employees can improve their performance quickly.

Basically, the objectives of employee performance appraisal according to Rivai (2011p.312) include:

- 1) To find out the level of employee performance so far.
- 2) Provision of appropriate compensation, for example for periodic salary increases, basic salary, special salary increases and monetary incentives.

- 3) Encouraging accountability from employees.
- 4) To differentiate one employee to another.
- 5) Human resource development which can be further divided into:
 - a) Reassignment, such as holding a mutation or transfer, company rotation.
 - b) Promotion
 - c) Training

2.1.1.3. The Benefits of Performance Appraisal

Performance appraisal is a systematic study of the working conditions of employees which is carried out formally associated with work standards that have been determined by the company. According to Belarmino (2013 pp. 62-63), for companies performance appraisal has various benefits, including:

- 1) Evaluation between individuals in the organization

This performance appraisal aims to assess the performance of each individual in the organization in determining the amount and type of compensation which is the right of each individual in the organization;

- 2) The development of each individual in the organization

Performance appraisal for this purpose is useful for the development of employees who have low performance who need development either through formal education or training;

- 3) System Maintenance

Various systems that exist within the organization have sub-systems that are interrelated between one sub-system and other sub-systems;

- 4) Documentation

Performance appraisal will provide benefits as a basis for follow-up in employee job

positions in the future. It is related to decision making.

Performance appraisal is basically one of the multiple key factors in developing an organization effectively. According to Yuwono (2010 p.29), the benefits of a good performance measurement system are:

- 1) Tracking performance against customer expectations so that it will bring the company closer to its customers and make everyone in the organization involved in efforts to provide customer satisfaction.
- 2) Motivate employees to perform services as a chain of internal customers and suppliers.
- 3) Identify various wastes as well as encourage efforts on reduction of the waste.
- 4) Making strategic goals that are usually still vague become more concrete so as to accelerate the organizational learning process.
- 5) Build consensus to make a change by giving a "reward" for the expected behavior.

2.1.1.4. Factors Affecting Performance

Employee performance is a multidimensional construction that includes many factors that influence it, according to Mangkuprawira and Hubeis (2011 p. 155), there are several factors that affect employee performance, namely:

- 1) Personal or Individual Factor

Includes elements of knowledge, skills, abilities, self-confidence, motivation, and commitment of each individual employee.

- 2) Leadership Factor

Includes the quality aspects of managers and team leaders in providing encouragement, enthusiasm, direction, and work support to employees.

3) Team Factor

Includes work systems, work facilities or infrastructure provided by the organization, compensation, organizational processes, and performance culture within the organization.

4) Situational Factors

Includes pressures and changes in the external and internal environment.

Performance is a result of work produced by individuals through the processes of the organization or company that can be measured concretely and compared through standards that have been determined by the company or organization. According to Mahmudi (2011 p. 20), the factors that affect performance consist of five factors, as follows:

- 1) Personal/individual factors, including: knowledge, skills, abilities, self-confidence, motivation, and commitment possessed by each individual.
- 2) Leadership factors, including: quality in providing encouragement, direction and support provided by managers and team leaders.
- 3) Team factors, including: the quality of support and enthusiasm given by colleagues in a team, trust in fellow team members.
- 4) System factors, including: work systems, work facilities or infrastructure provided by the organization, organizational processes and performance culture within the organization.
- 5) Contextual (situational) factors, including: external and internal environmental pressures and changes.

Recruitment can have a positive impact on the growth of employee performance levels. For this reason, recruitment must be carried out properly and appropriately in order to obtain competent and quality human resources. Without competent people, the organization and management will fail to achieve their goals (Handoko 2014 p. 69).

According to Siagian (2010 p.64), employee performance is a reflection of employee procurement procedures carried out by the personnel department. Means, if the placement of employees is good, it is very likely that the employee's work performance will be satisfactory.

2.1.1.5. The Indicators of Performance

In relation to the measurement of employee performance appraisal, Sedarmayanti (2011p.51) reveals that employee performance appraisal is measured by the following indicators:

1) Work Quality

The quality of work achieved is based on the requirements of suitability and readiness.

2) Initiative

There is motivation and initiative from within organizational members to do work and solve problems at work without waiting for orders.

3) Punctuality

Associated with the implementation of activities in a timely manner. Timeliness shows the effectiveness of users of the available time allocation.

4) Ability

Demonstrate the capacity of members of the organization in carrying out their duties and functions properly.

5) Communication

Emphasizes coordination and communication between members of the organization.

Performance measurement includes the determination of performance indicators and the determination of achievement of performance indicators. Dessler (2010 p.329) states

that there are six indicators of performance, namely:

- 1) Quality of work is accuracy, thoroughness, acceptable level of work done.
- 2) Productivity is the quantity and efficiency of work produced by work in a certain period of time.
- 3) Knowledge of work is practical skills and techniques and information used in work.
- 4) Trust is the degree to which employees can be trusted with regard to the completion of work and its follow-up.
- 5) Availability is the degree to which employees are punctual, observe the determination of breaks/meal hours, and overall attendance records.
- 6) Freedom is the extent to which work can be done alone with or without supervisor supervision

2.1.2. Recruitment

2.1.2.1. The Definition of Recruitment

Recruitment is one of the HR functions in the aspect of manpower procurement which specifically gets prospective employees to then be selected which one is the best and most in accordance with the required requirements, one of which is through the recruitment process. All of these are the main duties and responsibilities of the HR department.

Recruitment as an activity to get new workers to fill vacancies in existing units in the company. According to Hasibuan (2012 p. 40), recruitment is an effort to find and influence prospective workers to apply for job vacancies offered by a company.

The process begins when applicants are searched for, and ends when their application is submitted and accepted by the employer. The result is a collection of applicants for new employees to be selected and selected. Moreover, recruitment can also be stated as a process to obtain a number of qualified human resources to occupy a position or job in a

company. Recruitment is a series of activities to find and attract job applicants with the motivation, ability, expertise, and knowledge needed to cover the deficiencies identified in staffing planning (Simamora (2010 p. 170).

From the explanation above, it can be concluded that recruitment is a collection of job applicants who will then be selected to become new employees in the company. Recruitment is essentially a process of determining and attracting applicants who are able to work in a company.

2.1.2.2. Alternatives to Recruitment

There are several ways that are usually done by companies to avoid the decision to do new recruitment. According to (Rivai & Sagala 2011p. 149), several alternatives that companies can do to avoid recruitment, including:

1) Overtime Work

This method is probably the most widely used by companies, to deal with an increase in the volume of short-term work. Companies choose to pay a little more to their own employees to do additional work that is irregular in frequency and short-term. This method is beneficial for both parties, where the company is more able to save expenses instead of having to add employees, while for employees, overtime is additional income for them.

2) Subcontracting

Even though there is an estimate of the volume of long-term work, the company can still avoid the possibility of adding new employees, the way is by contracting the work to other parties, the money is termed subcontracting. In addition to efficiency reasons, this method is also a solution if the company does not have experts in a particular field of work.

3) Temporary Employess

The total cost of permanent employees in general is 30%-40% of the total cost of the company. To avoid this cost and to maintain flexibility when work varies, many companies use temporary employees provided by other companies, or who come individually. In Indonesia, this model of employee is known as honorary or timer, with employees who are paid daily or per unit of productivity.

4) Employee Leasing

Using this approach, means that the company has formally laid off some or most of its employees. A leasing company who employs them, usually for the same wages and leases them back to the original employer who was the client. This practice is commonly referred to as outsourcing, which is widely practiced by companies today.

2.1.2.3. The Principles of Effective Recruitment

Effective recruitment is very important today for several reasons. First, there has been a dramatic change in which in some countries the phenomenon of a shortage of workers is emerging that matches the needs of the company. Second, some recruitment methods are better than others, depending on the type of work. Third, the success of recruitment will depend on the extent of the problem area and the recruitment policy. According to Rivai (2011 pp. 150-151), the principles that should be followed in a recruitment process are as follows:

- 1) The quality of the employees who must be recruited must be in accordance with the needs required by the company to match the qualifications of the position to be filled, by analyzing job descriptions and specifications.
- 2) The number of employees required must be in accordance with the available jobs. In order to achieve this, it is necessary to forecast labor needs and analyze it.

- 3) Minimum required fee
- 4) Have planning and strategic decisions about recruitment.
- 5) Flexibility

2.1.2.4. Recruitment Goals and Process

The main objective of recruitment is to find qualified applicants who will stay with the company at the least cost (Simamora, 2010p. 173). Therefore, underqualified applicants are predicted to be dismissed in the middle of the process because they are unable to work as expected. Meanwhile, those who are over qualified (excess qualifications) will be predicted to resign because they are not satisfied with the fulfillment that can be done by the company in screening applicants. The safest thing is to look for applicants who really fit their qualifications.

2.1.2.5. The Indicators of Recruitment

To find the right employees for public organizations, the HR department is responsible for providing a pool of qualified applicants, while the supervisor is responsible for determining the candidates selected from the pool. According to Hasibuan (2012p. 41), there are 3 indicators of the recruitment system in accordance with the company's objectives, namely:

1) Withdrawal Basis

The basis for withdrawing prospective employees must be determined in advance so that applicants who submit their applications are in accordance with the job or position they are interested in.

2) Withdrawal Sources

Sources of employee withdrawals come from the company's internal recruitment and

external recruitment, namely:

- a) Internal recruitment sources, in recruitment include current employees who can be nominated for promotion, rotated their duties as well as former employees who were hired or recalled.
- b) External recruitment sources, are sources to get employees from outside the company who have certain weights or qualifications.

3) Withdrawal Method

Recruitment methods are specific ways that are used to attract potential employees into the company, the methods of attracting new employees are divided into two, namely:

- a) The closed method is when job withdrawals are informed to employees or only certain people. As a result, relatively few applications are received so that the opportunity to find good candidates becomes difficult.
- b) The open method is when job withdrawals are widely informed by placing advertisements in the mass media, print and electronic so that they are widely disseminated to the public.

2.1.3. Job Placement

2.1.3.1. The Definition of Job Placement

The placement process is a very decisive process in getting competent employees needed by the company, because the right placement in the right position will be able to assist the company in achieving the expected goals. Rivai (2011 p.210) states that placement is allocating employees in certain work positions, especially for new employees according to their talents and expertise.

Placement is placing a person's position into the right job position, how well an

employee fits his job will affect the amount and quality of work. According to Hasibuan (2012 p. 63), employee placement is a follow-up to the selection, namely placing prospective employees who are accepted (passing the selection) in job positions that need them and at the same time delegating authority to that person.

Based on the definition put forward by these experts, it can be concluded that placement is a human resource policy to determine a person's position.

2.1.3.2. Factors to Consider in Employee Placement

As with the implementation of other activities, the placement of employees also needs to be considered several factors. According to Suwatno (2011 p.129), in placing employees, the following factors should be considered:

1) Education

Education that must be possessed by an employee, the minimum education required includes:

- a) Required education
- b) Alternative education

2) Work Knowledge

Knowledge that must be possessed by an employee properly is current work knowledge before being placed and which is only obtained when the employee works in the job.

3) Job Skills

Skills or expertise to do a job that must be obtained in practice, these work skills can be grouped into 3 (three) categories, namely:

- a) Mental skills, such as analyzing data, making decisions and others.
- b) Physical skills, such as repairing electricity, mechanics and others.

c) Social skills, such as influencing others, offering goods or services and others.

4) Work Experience

Experience of an employee to do a certain job.

Work experience can be taken into consideration for:

a) Jobs to be placed

b) Length of time doing work

The selection of the placement method is very important, so that its implementation is effective in supporting the achievement of company goals. Meanwhile, according to Gauzali Saydam (2010 p.155), the factors that must be considered in employee placement are as follows:

1) Academic Achievement Factor

Academic achievements that have been achieved by the employee concerned while attending the education level must receive consideration. By considering the academic achievement factor, it can be determined where the employee concerned will be placed in accordance with his academic achievement.

2) Experience Factor

Experience working in similar jobs that have been experienced before needs to be considered in the context of placing the employee. It is based on the fact that the longer the employee works, the more experience the employee has. The amount of work experience shows a tendency that the employee concerned has relatively high expertise and experience.

3) Physical and Mental Health Factors

In placing employees, physical and mental factors need to be considered because without careful consideration, things that will harm the company are possible to happen. The placement of employees in certain tasks and jobs must be adjusted to the

physical and mental conditions of the employees themselves.

4) Marital Status Factor

The marital status of employees is a very important thing, in addition to the interests of employment as well as a material consideration in the placement of employees.

5) Age factor

In order to place employees, the age factor for employees who pass the selection needs to be considered. It is intended to avoid the low work performance of the employee concerned.

2.1.3.3. The Process of Employee Placement

Before holding an employee placement, it is necessary to look at the process that must be taken. According to Sulistiyani & Rosidah (2010 p. 155), the process of placing employees is as follows:

- 1) Determine the needs of Human Resources.
- 2) Seek budget approval to hold or fill positions.
- 3) Develop valid placement criteria.
- 4) Procurement (recruitment).
- 5) Prepare a list of qualified employees.
- 6) Conducting employee selection.

Meanwhile, according to Suwatno (2011p.49), the process of job placement in the company includes:

- 1) There must be authority to place employees who come from the hiring list developed through workload analysis and manpower analysis.
- 2) We must study the employee standards that are used to compare job candidates proposed by job specifications as a result of job analysis.

- 3) We must study job applicants who will be selected for placement.

2.1.3.4. Types of Placement

Employees who have passed the selection will then be placed by the manager. Therefore, managers need to pay attention to several factors that must be considered in the placement of employees for the sake of the continuity of the company. Professional managers are usually always observant of the characteristics and qualifications of employees who will be placed in a job. According to Rivai (2011p.211), the types of employee placements are as follows:

- 1) Promotion

Promotion occurs when an employee is transferred from one job to another that is higher in pay, responsibility and/or level. Generally given as an award, a prize (reward system) for efforts and achievements in the past.

- 2) Transfers and Demotions

Transfers and demotions are the other two main employee placement activities in the company. Transfer occurs when an employee is transferred from one field of duty to another with almost the same level of salary, responsibility, and structural level.

- 3) Job-Posting Programs

The program provides information to employees about job openings and their requirements. Announcements about job openings invite qualified employees to apply. The purpose of the job-posting program is to provide encouragement for employees seeking promotions and transfers as well as assist the HR department in filling internal positions.

2.1.3.5. The Indicators of Job Placement

The placement of employees is guided by the principle of placing the right people in the right places and placing the right people for the right positions. According to Mathis and Jackson (2015 p. 89), the placement indicators are:

1) The Right Job

Someone who works according to the criteria of education and expertise will be able to work professionally because he has been trained in the field he is engaged in.

2) Knowledge and Skills

Knowledge is facts and lessons that we can learn in order to be able to face problems that will come in the future, especially in learning and work problems. Meanwhile, skills are things or steps that we can master because we always train or do it continuously so that we can complete existing work.

3) Ability

Basically the ability consists of two groups, namely:

- a) Intellectual ability: the ability needed to perform various mental activities of thinking, reasoning and solving problems.
- b) Physical ability: the ability to perform duties that require stamina, skill, strength, and similar characteristics.

Meanwhile, according to Hasibuan (2012) regarding the placement of employees involves several indicators of the placement of the employees themselves, namely:

1) Experience, the experience of a workforce to do a certain job, this work experience is stated in the indicators:

- a) The work to be done.
- b) The length of time doing the work.

2) Skill is the ability to do a job that is only obtained in practice. Job skills indicators are:

- a) Mental skills, such as analyzing data, making decisions, calculating, memorizing, and others.
 - b) Physical skills, such as repairing electricity, hoeing, mechanics, and others.
 - c) Social skills, such as influencing others to offer goods or services, and others.
- 3) Educational Background, the minimum education required involved:
- a) Proper education, meaning education that must be carried out with conditions.
 - b) Alternative education, namely other education if necessary, by adding a certain training that can fill the educational requirements that should be.
- 4) Age. In order to place employees, the age factor for employees who pass the selection needs to be considered. It is intended to avoid low work productivity produced by the employee himself. The indicator is the age of the employee.
- 5) Work Knowledge, namely knowledge that must be possessed by a worker in order to be able to do work properly, this work experience before being placed and must be obtained when he works in the job.
- 6) Working period is the period of time for people who have worked in an organization, institution, and so on. The indicator is: How many years has someone been working?
- 7) Promotion, namely the transfer of employees from one position/place to another higher position/place and is followed by tasks, responsibilities, and authorities that are higher than previously occupied positions. And in general, promotions are followed by an increase in income and other facilities. The indicators are opportunity to improve career, get support from superiors and Influence the increase in salary or income.

2.2. Relationship Between Variables

1. The Effect of Recruitment on Employee Performance

One of the main keys in creating professional Human Resources (HR) lies in the recruitment process for prospective workers. Recruitment is an important issue for companies in terms of manpower procurement. If a recruitment is successful, in other words, many applicants submit their applications, then the company's opportunity to get the best employees will be increasingly wide open, because the company has many of the best choices from the existing applicants. Recruitment is the beginning of the formation of selected employees aimed at improving company performance.

Handoko (2014 p. 69) explains that recruitment is a process of finding and “attracting” prospective employees (applicants) who are able to apply as employees. Recruitment is a series of activities that starts when a company needs workers and opens vacancies until it gets the required candidate or meets the qualifications according to the existing position.

This study is also supported by previous research by Tini Nurhayati (2016) titled “The Effect of Recruitment on Employee Performance (Case Study at Five Star Hotel Pekanbaru)”. The results show that multiple linear data analysis shows that recruitment variables have a positive and significant effect on employee performance.

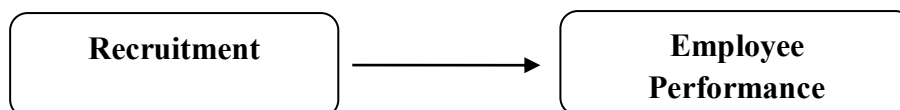


Figure 2.1. The Effect of Recruitment on Employee Performance

2. The Effect of Placement on Employee Performance

Each employee has different potentials and abilities from other employees and the difference makes each employee work with different abilities. These differences greatly

affect the placement of employees in the right positions and in accordance with their knowledge, skills, and attitudes. This is very important for companies to achieve maximum employee performance.

According to Siagian (2010 p.64), employee performance is a reflection of employee procurement procedures carried out by the personnel department. That is, if the placement of employees is good, it is very likely that the employee's work performance will be satisfactory.

According to Flippo (2011 p.246), employee placement has a vital role for an organization. Because these activities will get the results of work in accordance with organizational goals. So every employee will show high performance. For this reason, the effective achievement of organizational goals will be achieved quickly.

This research was conducted by a previous researcher Atkhan (2013) whose research results showed that placement had a positive and significant effect on employee performance at the Plantation Office of East Kalimantan Province.



Figure 2.2 The Effect of Job Placement on Employee Performance

2.3. Previous Research

Research conducted at PT. Torganda Kandir has been carried out by previous researchers, with different places and times of research, which can be seen in the table below:

Table 2.1
Previous Research

No	Name	Title of Study	Research Result
1	Simarmata (2018)	The Effect of Recruitment and Work Placement on Employee Performance at Alpha Hotel Pekanbaru.	The results of the hypothesis test were found that after testing multiple regression showed that recruitment and job placement had an effect on employee performance at Alpha Hotel Pekanbaru.
2	Sandi Nasruddin Wibowo (2018)	The Effect of Recruitment and Placement of Employees on Employee Performance (Study at PT. Bank Syariah Mandiri A. Yani Branch Bandung)	Based on the results of data processing and data interpretation of each variable and the dimensions of each variable, it can be concluded as follows: (1) recruitment has a positive and significant effect on employee performance. Thus, the better the implementation of the recruitment system, the higher the employee's performance; (2) placement has a positive effect and significant to employee performance. Thus, the higher

			the placement, the higher the employee's performance; and (3) recruitment and placement have a positive and significant effect on employee performance.
3	Muhammad Rafii (2015)	The Effect of Recruitment and Placement of Employees on Employee Performance at PT. Bank Riau, Riau Islands, Pekanbaru	The results show that the recruitment variable (X ₁) and the placement variable (X ₂) together have an effect on performance (Y).
4	Aan Rio Pratama (2017)	The Effect of Recruitment, Placement and Training on Employee Performance at PT. Unilever Indonesia, Tbk	The results of the goodness of fit test with the F test show that the independent variables of recruitment, selection, and placement of employees have a significant effect on employee performance
5	Siska Tjut Nya Din (2018)	Effect of Recruitment, Selection, and Work Placement on Work Productivity at PT. HM. Sampoerna. Tbk	The results of the study stated that simultaneously recruitment, selection and work placement had an effect on work productivity, but partially recruitment had no effect. The advice given is to increase

			<p>employee productivity at PT. HM Sampoerna Manado City, should pay attention to Recruitment, Selection, and Work Placement.</p>
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2.4. Conceptual Framework

To realize employee performance and work success in the long term in addition to the company's policies, employees must also have the right abilities or competencies in doing their jobs. In order for human resources to be able to have these competencies, companies must strive to develop a number of factors that can affect the competence of human resources.

The important factors that affect the performance of human resources are recruitment and placement. As an effort to develop the potential of employees, it is expected that the organization can conduct recruitment and training programs properly so that human resources in the organization can work productively, skilled, creative, disciplined, professional and able to utilize, develop and master knowledge and management skills, so that they can support achievement employee performance.

The influence of recruitment and work placement on employee performance can be formulated in a conceptual framework in this study, as follows:

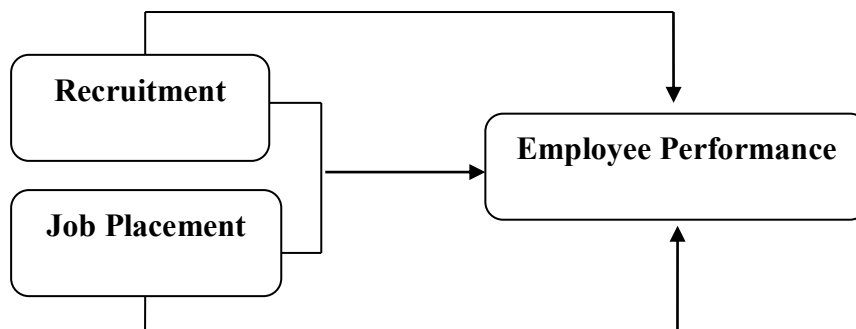
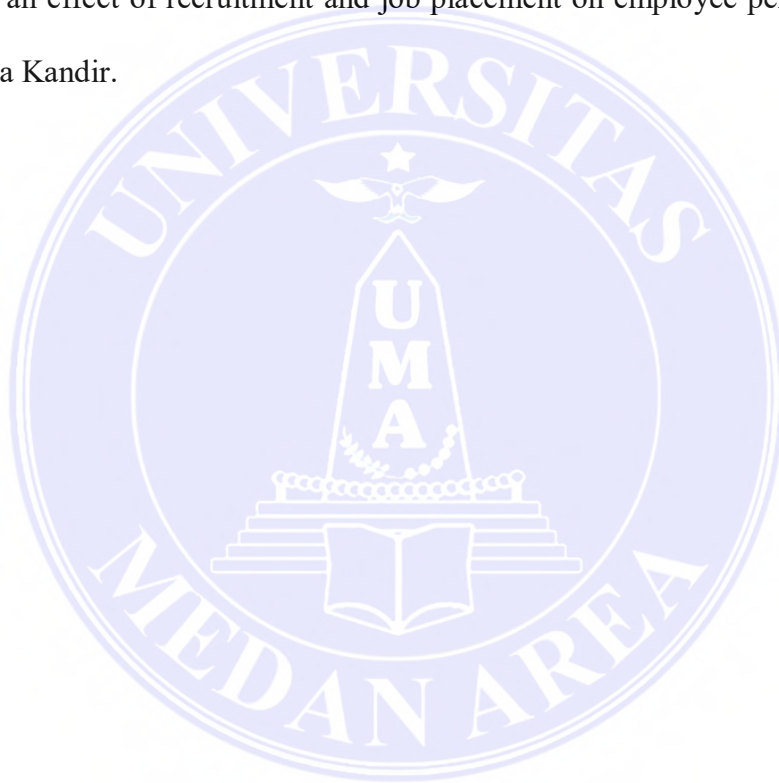


Figure 2.3 Conceptual Framework

2.5. Hypothesis

Hypothesis is a temporary answer to the research problem formulation, therefore the research problem formulation is usually arranged in the form of a question sentence (Sugiyono, 2011p.93). The hypotheses proposed are as follows:

1. There is an effect of recruitment on employee performance at PT. Torganda Kandır.
2. There is an effect of job placement on employee performance at PT. Torganda Kandır.
3. There is an effect of recruitment and job placement on employee performance at PT. Torganda Kandır.



CHAPTER III

METHOD OF RESEARCH

3.1. Type, Location and Time of Research

3.1.1. Type of Research

This study uses associative research, namely research to determine the relationship between the two (or more) variables. The relationship between the variables in the study will be analyzed using statistical measures that are relevant to the data to test the hypothesis. Associative research according to Sugiyono (2011 p5) is a research that aimed to determine the relationship between two or more variables.

3.1.2. Research Location

This research was conducted at PT. Torganda Kandir, Abdullah Lubis Street No. 26, Medan Baru, North Sumatra.

3.1.3. Time of Research

The time of this research started from May 2020 to November 2020, which is presented detail in table 3.1 as follows:

Table 3.1
Research Time Detail

Research Activities	May				Jun				Jul				Aug				Sep				Oct				Nov			
	1	2	3	4	1	1	1	1	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Making Proposal																												
Proposal Guidance																												

Proposal Seminar																											
Proposal Revision																											
Data Collection																											
Making Thesis																											
Seminar Result																											
Thesis Defense																											

3.2. Population and Sample

Population

According to Sugiyono (2011, p. 89), the population is the Generalization Area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher and then drawn conclusions. In this research, the researcher uses the population to study and then draw conclusions. The population in this study were employees of PT. Torganda Kandir totalling 118 permanent employees.

Sample

The sample is part of the population taken from some of the data that are considered to be able to represent the entire population. According to Sugiyono (2011 p. 81), sample is part of the number and characteristics possessed by the population.

One of the sampling techniques is non-probability sampling, namely saturated sampling. Saturated sampling is a sampling technique when all members of the population are used as samples. The total population is 118 employees, the formula for determining the sample is using the Slovin formula as follows:

$$n = \frac{N}{1 + Ne^2}$$

In Which:

n = Total Sample

N = Total Population

e = Limit of Error Tolerance, $e = 10\% (0.1)$

So:

$$n = \frac{118}{1 + 118 (0.1)^2} = 54 \text{ Employees}$$

3.3. The Definition of Research Variable

Operational definition is an indication of how a variable is measured to determine whether the measurement is good or bad from a study. In this study, the operational definitions measured were two variables, namely recruitment and placement as independent variables and performance as the dependent variable:

Table 3.3
Variable Operational Definition

Variable	Definition	Indicators	Scale
Performance (Y)	Performance is the degree to which employees achieve job requirements efficiently and effectively (Simamora, 2010 p.34).	1. Work quality 2. Initiative 3. Punctuality 4. Ability 5. Communication Sedarmayanti (2011 p.51)	Likert
Recruitment	Recruitment is an effort to	1. Withdrawal Basis	Likert

(X ₁)	find and influence prospective workers to apply for job vacancies offered by a company (Hasibuan, 2012 p. 40).	2. Withdrawal Source 3. Withdrawal Method Hasibuan (2012 p. 41)	
Placement (X ₂)	Placement is allocating employees to certain work positions, especially for new employees according to their talents and expertise (Rivai (2011 p. 210)	1. The Right Job 2. Knowledge and Skills Ability. Mathis and Jackson (2015 p. 89)	Likert

3.4. Types and Source of Data

3.4.1. Types of Data

In this study, the author used quantitative data analysis. Quantitative data is data that is used or measured in a numerical scale or numbers.

3.4.2. Source of Data

In this study the data used are primary data, namely data obtained through data collection carried out by distributing questionnaires.

3.5. Data Collection Techniques

The data collection techniques used by researcher in this study include:

1. Documentation

Collecting data by studying documents and records to support this research by analyzing, researching, and reviewing the literature in the form of books, papers, and journals related to the research topic.

2. Questionnaire

This technique is done by distributing questionnaires in the form of questions or statements to respondents directly and immediately returned to the researcher. The researcher used a Likert scale in the form of a checklist.

According to Sugiyono, the Likert Scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena with answers to questions that have 5 (five) options as shown in the table below:

Table 3.4
Likert Measurement Scale

Questions	Weight
• Strongly Agree/Correct	5
• Agree / Correct	4
• Less Agreed / Accurate	3
• Disagree / Correct	2
• Strongly Disagree/Exact	1

a) Validity Test

Validity is a measure that shows the levels of the validity of an instrument (Arikunto, 2010 p.168). An instrument can be stated to be valid if it is able to measure what is desired in disclosing data from the variables studied appropriately.

In this study, an internal validity test technique was used test whether there is a match between the parts of the instrument as a whole. To measure the validity, the product moment correlation formula was used which was proposed by Pearson (Arikunto, 2010 p.170) as follows:

$$r_{xy} = \frac{N \sum XY - (\sum X) (\sum Y)}{\sqrt{\{N \sum X^2 - (\sum X)^2\} \{ \sum Y^2 - (\sum Y)^2 \}}}$$

In Which:

- r_{xy} : The correlation coefficient of X and Y
- N : The number of Subject Research
- X : Item Score
- Y : Total score

(Arikunto, 2010 p. 170)

In Pearson's Product Moment Correlation formula, with provision:

1. If $r_{count} > r_{table}$ and is positive, then the variable is valid.
2. If $r_{count} < r_{table}$, then the variable is not valid.

b) Realibity Test

Reliability is concerned with the level of reliability of a research instrument. Reliability tests are used to show that an instrument is reliable enough to be used as a data collection tool because the instrument is already good (Arikunto, 2010 p. 178). Reliability refers to the level of reliability (trustworthy) of an indicator used in research.

Cronbach Alpha (α) statistical test was used to test the level of the reliability of a variable. If the alpha is close to one, then the reliability of the data is more reliable, which can be measured by the alpha formula as follows:

$$r = \left(\frac{k}{k-1} \right) \left(\frac{\sum \alpha^2}{\alpha^2} \right)$$

(Juliadi, 2013 p. 86)

In Which:

r = Instrument Reliability

k = Number of Questions

α^2 = Total variances

$\sum \alpha^2$ = Number of Item Variances

The assessment criteria in testing the reliability of the instrument is if the Cronbach Alpha value > 0.60 , then the research is considered reliable.

3.6. Data Analysis Technique

According to Sugiyono (2011 p. 147), data analysis techniques in quantitative research use statistics. In this study, data analysis will use descriptive statistical techniques.

According to Sugiyono (2011 p. 148), descriptive statistics are statistics used to analyze data by describing the data that has been collected as it is without intending to make conclusions that apply to the public or generalizations. Data analysis techniques can be carried out in the following stages:

1. Classical Assumption Test

1.1. Data Normality Test

The normality test is used to find out whether in the model regression of confounding variables or residuals has a normal distribution or not (Ghozali, 2013 p.147). One of the easiest ways to see the normality of the residuals is to look at the histogram graph which compares the observed data with a distribution that is close to a normal distribution. The normal distribution will form a straight diagonal line, and plotting the residual data will be compared with the diagonal line.

If the distribution of residual data is normal, then the line that describes the actual data will follow the diagonal line. In principle, normality can be detected by looking at the spread of data (dots) on the diagonal axis of the graph. If the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model meets the standard of normality. If the data spreads away from the diagonal and/or does not follow the direction of the line diagonal then the regression model does not meet the assumption of normality.

1.2. Multicollinearity Test

The multicollinearity test aims to determine whether there are independent variables that have similarities with other independent variables in a regression model, or to

determine whether there is a correlation between independent variables. The required value for the tolerance value is greater than 0.1, and for the VIF value less than 10 (Ghozali, 2013p.88).

1.3. Heteroscedasticity Test

Heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. If the variance of the residual from one observation to another remains, it is called Homoscedasticity and if it is different it is called Heteroscedasticity.

In addition to being measured by the Scatterplot graph, heteroscedasticity can be measured systematically using the Glejser test. If the independent variable is statistically significant in influencing the dependent variable, then there is an indication of heteroscedasticity. If the significance probability is above 0.05, it can be concluded that there is no heteroscedasticity (Ghozali, 2013p.96).

2. Multiple Linear Regression Analysis

Regression analysis used in this study is multiple regression analysis. In regression analysis, in addition to measuring the strength of the relationship between two or more variables, it also shows the direction of the relationship between the dependent variable and the independent variable (Ghozali, 2013 p. 85). The form of the multiple linear regression equation used in this study is as follows:

$$Y = \alpha + b_1X_1 + b_2X_2 + e$$

In Which:

Y = Employee Performance

X_1 = Recruitment

X_2 = Job Placement

b_1, b_2 = Regression Coefficient

e = Confounding Variable

3. Determinant Coefficient (R^2)

The coefficient of determination (R^2) essentially measures how far the ability of the explanatory variable, namely recruitment (X_1), job placement (X_2), to explain the variation of the dependent variable, namely employee performance (Y). The value of the coefficient of determination is between zero (0) and one (1). A small value of R^2 means that the ability of the independent variables to explain the variation of the dependent variable is very limited.

The determinant test is also carried out to measure the large proportion of the amount of variance Y captured by the regression model or to measure the contribution of the explanatory variable X to the variety of Y response variables (Ghozali, 2013 p.112). The formula for measuring the magnitude of the proportion is:

$$D = R^2 \times 100\%$$

In Which: D = Determinant Coefficient

4. Hypothesis Test

a. Partial Test (t Test)

The t-test was conducted to determine the effect of each independent variable partially on the dependent variable. The t-test is carried out by comparing t_{count} to t_{table} with the following conditions (Ghozali, 2013p. 84):

The tests are as follows:

$H_0: \beta = 0$, means that the independent variable has no effect on the dependent variable.

$H_a: \beta \neq 0$, meaning that the independent variable has an effect on the dependent variable.

The basis for making decisions in this test are:

- a. If $t_{\text{count}} \leq t_{\text{table}}$ then H_0 is accepted, means that the independent variable has no significant effect on the dependent.
- b. If $t_{\text{count}} \geq t_{\text{table}}$ then H_0 is rejected, meaning that the independent variable has a significant effect on the dependent.

b. Simultaneous Significance Test (F Test)

This test is conducted to determine whether all independent variables simultaneously can affect the dependent variable. The method used is to compare the calculated value of F_{count} to the F_{table} with the following conditions (Ghozali, 2013 p.85): The criteria for testing the hypothesis are:

$H_0: \beta = 0$, means that the independent variable has no effect on the dependent variable.

$H_a: \beta \neq 0$, meaning that the independent variable has an effect on the dependent variable.

The basis for making decisions in this test are:

- a. If $F_{\text{count}} \leq t_{\text{table}}$ then H_0 is accepted, meaning that the independent variable has no significant effect on the dependent.
- b. If $F_{\text{count}} \geq t_{\text{table}}$ then H_0 is rejected, meaning that the independent variable has a significant effect on the dependent.

CHAPTER V

CONCLUSION AND SUGGESTION

5.1. Conclusion

Based on the data obtained in research regarding the Effect of Recruitment and Job Placement on Employee Performance at PT. Torganda Kandir. Respondents in this study amounted to 40 employees, then it has been analyzed, it is concluded as follows:

1. There is a significant and positive effect of recruitment variables on employee performance variables, it shows that partially there is an effect of recruitment on employee performance.
2. There is a significant and positive effect of job placement variables on employee performance variables, it shows that partially there is an effect of work placement on employee performance.
3. Simultaneous testing shows that recruitment and job placement variables have a significant and positive effect on employee performance at PT. Torganda Kandir.

5.2. Suggestion

After completing the results of this study, the suggestions that can be submitted by researcher are as follows:

1. For the company
 - a. Recruitment (X_1): The company should pay more attention to the use of print advertising media during recruitment in order to obtain quality human resources. By using print advertising media during recruitment, it is hoped that the reach to obtain quality human resources will be wider because print media is affordable for

various groups. By obtaining quality human resources, it is hoped that employee performance can increase.

- b. Job Placement (X_2): The company should do a job placement in accordance with the educational background in order to maintain and improve employee performance. It is meant to produce competent employees who are able to improve the quality of PT. Torganda Kandır.

2. For the next researchers

It is recommended to analyze deeper and more specifically, so that the results obtained are also more leverage.

