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The Effect of Recruitment, Selection, and Job Placement on Employee Performance of PT. XYZ

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ABSTRACT

The purpose of this study is to analyze the determinants of selection, recruitment, and job placement to the performance of PT. XYZ employees. The study used quantitative methods by distributing questionnaires to 118 respondents from the population of security employees. The results of the analysis show that Recruitment, selection and placement of employees at the simultaneous level provide positive determinant significance on employee performance whose F-count value is 42.240> F-table 3.076 and also the significance score is 0.000 <0.05, recruitment has a t-count score of 2.603><t-table 1.981 or a significance score of 0.010<0.05, selection has a t-count score of 2.485t-table 1.981 or a significance score of 0.014 <0.05, and job placement has a t-count score of 4.564 > 1-table of 1.981 or a significance score of 0.000 0.05. This study concludes that the performance of PT. XYZ employees has a positive determinant significance both at partial and simultaneous levels by recruitment, selection and job placement.

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1. INTRODUCTION

In today's era of increasingly fierce business competition, companies are forced to have quality and competent human resources in their fields. The success and achievement of the company's targets are greatly influenced by the contribution of its human resources. Human resource management relies heavily on accurate employee recruitment, selection, and assignment processes. By expanding global networks of trade, investment, and data exchange, globalization increases business competition.

Human resources are an asset equipped with reason, emotion, motivation, skills. Knowledge, initiative, strength, and achievement [1]. The role of human resources is vital in every organization. One of the various activities of managing human assets is the implementation of registration, determination, and regulation of positions [2]. Human resource management relies heavily on an integrated series of recruitment, selection, and job placement processes. Efficiency in these stages results in a high-quality workforce that has the potential to significantly improve company performance. Outsourcing companies are companies that provide services that channel job seekers to companies that use services Rengkung (2022) Based on Government Regulation Number 35 Year (2021) on specific time work agreements, working time, outsourcing, and rest periods, as well as termination of employment, outsourcing

in the Job Creation Law is known as outsourcing.

Recruitment is a strategic foundation in the company's efforts to find, screen, and acquire prospective employees needed to fill human resource positions [3]. The main purpose of recruitment is to identify and obtain individuals who have the qualifications, skills, and experience according to the needs of the organization. Selection is a process carried out by an organization in evaluating and selecting individuals according to certain requirements and criteria [4]. The purpose of the selection process is to ensure that registered workers have the right materials, information, and experience that match current work prerequisites, as well as in accordance with the way of life and values of the organization. Workforce placement is the process of placing or assigning individuals who have been recruited and selected into certain positions or roles within the organization (Arif, 2018).

PT. XYZ (PT. PSP) is one of the outsourcing companies engaged in the business of private security or security activities, which has standards to regulate and set limits on the requirements in the implementation of business services, namely office planning and security, tracking theft and stolen goods, residential security and individual executives, internal investigations, strengthening public relations, having K-9 trained security dogs. PT PSP has a close relationship with a security service provider company as an outsourced employee to ensure security and smooth operations. In this collaboration, PT PSP relies on professionals from the security company to safeguard the company's assets and property, and provide a sense of security for all employees and visitors.

PT PSP carries out the recruitment process in accordance with the requests and needs of companies that use outsourced labor services. When there is a request from the company to fill the positions available at PT PSP, then the recruitment process is carried out. Over the past few years, the company has experienced various challenges that have resulted in a decline in overall performance, especially in the aspect of managing its human resources. One of the main problems encountered is the high employee turnover rate and declining productivity, which is largely due to the less than optimal selection, recruitment, and placement process of its workforce.

2. METHODS

To measure the impact of each variable, this research uses a quantitative analysis approach. The data that has been collected will then be carried out by testing the hypothesis using the SPSS (Statistics Products and Services Solutions) program. This study has a population of outsourced security employees of PT. XYZ. Data collection in this study was carried out through distributing questionnaires in an online context using the Google Form platform.

2.1. Frame of Thought :

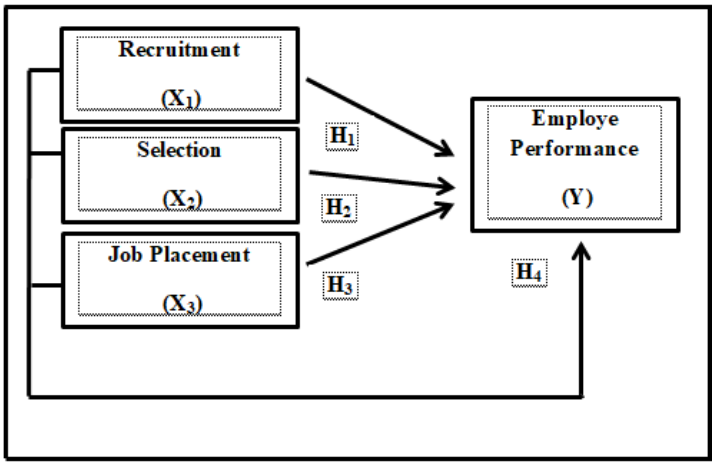

Figure. 2.1 Frame of Thought

Source: Processed Primary data 2024

2.2. Hypothesis

Hypothesis is a temporary solution to a problem that requires further validation through more in-depth and relevant data. The hypothesis in this study is:

H1 : Recruitment has a positive determination on employee performance.

H2 : Selection has a positive determinant on employee performance.

H3 : Job placement has a positive determination on employee performance

H4 : Recruitment, selection and job placement have positive determinants on employee performance

3. RESULTS AND DISCUSSION

3.1. Descriptive Statistics Tests

1. Descriptive Analysis

Table 3.1 Analysis of Recruitment Variables

Variable	Indicator	STS 1		TS 2		S 3		SS 4		Mean
		F	%	F	%	F	%	F	%	
Recruitment (X1)	X1.1	0	0	5	4%	37	31%	76	64%	3,60
	X1.2	0	0	5	4%	58	49%	55	47%	3,42
	X1.3	0	0	4	3%	74	63%	40	34%	3,31
	Mean									**3,44**

Source: SPSS Data Processing Results Version 25, 2025

The average score of the respondents' answers, as shown in the table above, represents that the statement of the recruitment variable (X1) is 3,44, Overall, the data reflects the tendency of respondents to give agreeing responses in favor of the items in the recruitment variable (XI).

Table. 3.2 Analysis of Selection Variable

Variable	Indicator	STS 1		TS 2		S 3		SS 4		Mean
		F	%	F	%	F	%	F	%	
Selection (X2)	X2.1	0	0	2	2%	71	60%	45	38%	3,36
	X2.2	0	0	2	2%	39	33%	77	65%	3,64
	X2.3	0	0	3	3%	28	24%	87	74%	3,71
	X2.4	0	0	4	3%	40	34%	74	63%	3,59
	Mean									**3,58**

Source: SPSS Data Processing Results Version 25, 2025

The average score of the respondents' answers, as shown in the table above, represents that the statement on the selection variable (X2) is 3.58, this condition shows that the majority of respondents

strongly agree with the statement items related to the selection variable (X2).

Table 3.3 Analysis of Job Placement Variable

Variabble	Indicator	STS 1		TS 2		S 3		SS 4		Mean
		F	%	F	%	F	%	F	%	
Job Placement (X3)	X3.1	0	0	2	2%	30	25%	86	73%	3,71
	X3.2	0	0	3	3%	65	55%	50	42%	3,40
	X3.3	0	0	2	2%	51	43%	65	55%	3,53
	X3.4	0	0	5	4%	88	75%	25	21%	3,17
	Mean									**3,45**

Source: SPSS Data Processing Results Version 25, 2025

The average score of the respondents' answers, as displayed in the table above, represents that the statement in the job placement variable (X3) is 3.45, Overall, this data reflects the tendency of respondents to give agreeing responses in favor of the items in the job placement variable (X3).

Table 3.3 Analysis of Employee Performance Variables

Variable	Indicator	STS 1		TS 2		S 3		SS 4		Mean
		F	%	F	%	F	%	F	%	
Employe Performance (Y)	Y.1	0	0	4	3%	42	36%	72	61%	3,58
	Y.2	0	0	2	2%	41	35%	75	64%	3,62
	Y.3	0	0	2	2%	48	41%	68	58%	3,56
	Y.4	0	0	5	4%	45	38%	68	58%	3,53
	Mean									**3,57**

Source: SPSS Data Processing Results Version 25, 2025

The average value of the respondents' answers, as shown in the table above, represents that the statement in the Employee Performance variable (Y) is 3.57, this condition shows that the majority of respondents strongly agree with the statement items related to the employee performance variable (Y).

3.2. Data Quality Test Results

1. Validity Test

Table 3.4. Validity Test Results

Variable	Indicator	r table	r acount	Information
Recruitmen (X1)	X1.1	0,840	0,181	Valid
	X1.2	0,865	0,181	Valid
	X1.3	0,820	0,181	Valid
Selection (X2)	X2.1	0,653	0,181	Valid
	X2.2	0,748	0,181	Valid
	X2.3	0,837	0,181	Valid
	X2.4	0,831	0,181	Valid
Job Placement (X3)	X3.1	0,698	0,181	Valid
	X3.2	0,733	0,181	Valid
	X3.3	0,776	0,181	Valid
	X3.4	0,595	0,181	Valid
Employe Performance (Y)	Y.1	0,882	0,181	Valid
	Y.2	0,796	0,181	Valid
	Y.3	0,858	0,181	Valid
	Y.4	0,872	0,181	Valid

Source: SPSS Data Processing Results Version 25, 2025

The data above reveals that each statement item in the Recruitment (X1). Selection (X2), Job Placement (X3), and Employee Performance (Y) variables has a calculated r score > r table valve, this

indicates that each statement item is categorized as valid.

2. Reliability Test

Table 3.5 Reliability Test

Variable	Cronbach's Alpha	Cut off Value	Information
Recruitment (X1)	0,794	0,60	Reliabel
Selection (X2)	0,768	0,60	Reliabel
Job Placement (X3)	0,658	0,60	Reliabel
Employe Performance (Y)	0,875	0,60	Reliabel

Source: SPSS Data Processing Results Version 25, 2025

Based on this table it can be observed that the variables Recruitment (X1). Job Placement (X3). Selection (X2), and also Employee Performance (Y) have a Cronbach's alpha score > 0.60, on this basis it can be concluded that the variables Selection (X2). Recruitment (X1), Employee Performance (Y) and Job Placement (X3) are categorized as reliable.

3.3. Clasical Assumption Test Results

1. Normality Test

Table 3.6 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		118
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.28855895
Most Extreme Differences	Absolute	.076
	Positive	.057
	Negative	-.076
Test Statistic		.076
Asymp. Sig. (2-tailed)		.088[c]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: SPSS Data Processing Results Version 25, 2025

Based on the data in the table, the Asymp. Sig. (2-tailed) Kolmogorov-Smirnov value for normality is 0.088> from 0.05, on this basis it can be concluded that the data is normally distributed.

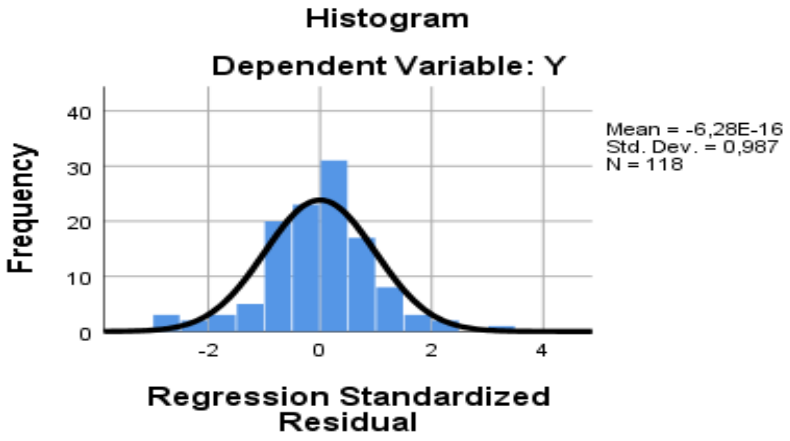

Figure 3.1 Normality test Histogram

Source: Results of Data Processing SPSS output Version 25, 2025

The interpretation of the histogram above shows a symmetrical bell-shaped distribution pattern, without any tendency to tilt to left or right. This indicates that based on the histogram graph analysis, the data is normally distributed.

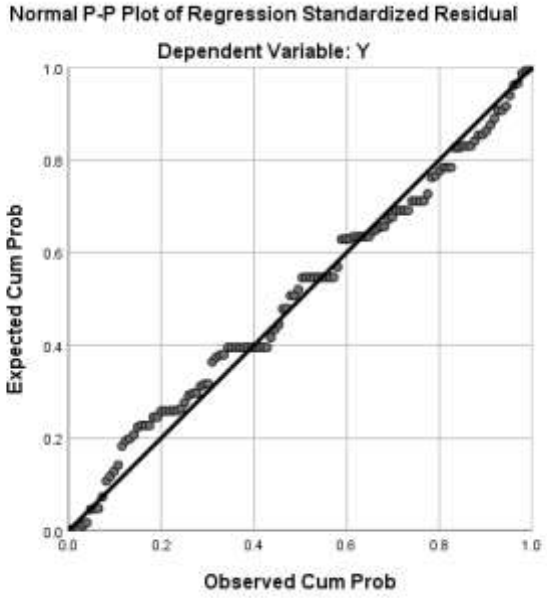

Figure. 3.2 Normality test Plot

Source: Results of Data Processing SPSS output Version 25, 2025

The interpretation of the Normal P-P Plot Regression Standardized graph shows that the distribution of points is around the diagonal line. Thus, it can be concluded that the data is normally distributed, so the regression analysis is still feasible to use even though there are some points that are slightly away from the diagonal line.

2. Multicollinearity Test

Table 3.7 Multicollinearity test result

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	X1	.560	1.785
	X2	.444	2.251
	X3	.590	1.696

a. Dependent Variable: Y

Source: SPSS Data Processing Results Version 25, 2025

The interpretation of the table shows that all independent variables have a Tolerance score > 0.10 or VIF value < 10.00. On this basis, it can be concluded that the regression model is free from multicollinearity problems or fulfills the multicollinearity test.

3. Heteroscedasticity Test

Table 3.8 Heteroscedasticity test results

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	X1	.560	1.785
	X2	.444	2.251
	X3	.590	1.696

a. Dependent Variable: Y

Source: SPSS Data Processing Results Version 25, 2025

The data in the table above reveals that the significance score of the Glejser test for heteroscedasticity in each independent variable exceeds 0.05. This indicates that there is no heteroscedasticity problem.

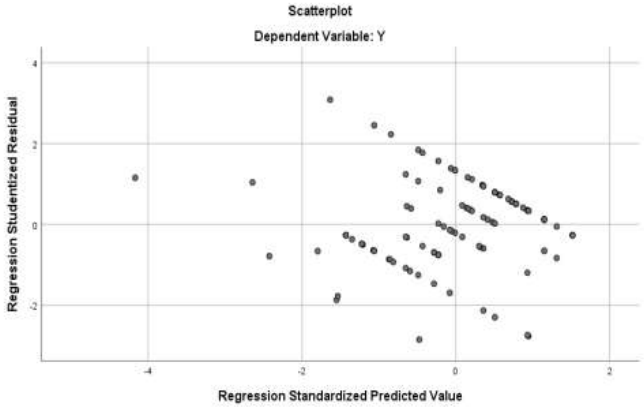

Figure 3.3 Heteroscedasticity test results

Source: Results of Data Processing SPSS output Version 25, 2025

The visualization results of the scatterplot Graph show that the data points are scattered without following a structured pattern. On this basis, it can be concluded that there is no heteroscedasticity.

3.4. Influence Test

Multiple Linear Regression Analysis

Table 3.9 Multiple linear regression analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.345	1.254		.275	.784
	X1	.297	.114	.224	2.603	.010
	X2	.279	.112	.240	2.485	.014
	X3	.499	.109	.383	4.564	.000

a. Dependent Variable: Y

Source: SPSS Data Processing Results Version 25, 2025

Y = 0,345 + 0,297 X1 + 0,279 X2 + 0,499 + e

The following is the interpretation of the analysis results:

1. The constant in the regression model is positive at 0.345. This indicates that without the influence of the Selection (X2), Recruitment (X1), and Job Placement (X3) variables, the Employee Performance (Y) score is 0.345.
2. The beta coefficient for the Recruitment variable (X1) is positive, namely 0.297. This shows that an increase in the Recruitment variable (X1) will correlate with an increase in the Employee Performance variable (Y).
3. The beta coefficient for the variable Selection (X2) is also positive, in the amount of 0.279. This implies that an increase in the Selection variable (X2) will be followed by an increase in the Employee Performance variable (Y).
4. The beta coefficient for the Job Placement variable (X3) shows a fairly large positive value, namely 0.499. This means that an increase in the Job Placement variable (X3) will make a positive contribution to the escalation of Employee Performance (Y).

3.5. Hypothesis Test Results

1. Test t

Table. 3.10 The result of test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.345	1.254		.275	.784
	X1	.297	.114	.224	2.603	.010
	X2	.279	.112	.240	2.485	.014
	X3	.499	.109	.383	4.564	.000

a. Dependent Variable: Y

Source: SPSS Data Processing Results Version 25, 2025

The impact of the individual independent variables on the dependent variable can be described as follows:

1. The recruitment variable (X1) t-count is 2.603> the t-table value is 1.981 or the Sig score. A number of 0.010 < 0.05, on this basis Hl is accepted, meaning that Recruitment has a determinant on employee performance at PT. PSP.
2. The selection variable (X2) t-count is 2.485> the t-table value is 1.981 or the Sig score. A mumber of 0.014< 0.05, on this basis is accepted, meaning that selection has a determinant of employee performance at PT. PSP.
3. The job placement variable (X3) t-count is 4.564> the t-table value is 1.981 or the Sig. score is 0.000<0.05, on this basis H3 is accepted, meaning that job placement has a determinant of employee performance at PT PSP.

2. Test F

Table. 3.11 The result of test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	215.938	3	71.979	42.240	.000[b]
	Residual	194.265	114	1.704		
	Total	410.203	117			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Source: SPSS Data Processing Results Version 25, 2025

Based on the results of the F test, the calculate F score is 42.240> the value of the F table is 3.076, and the significance score is 0.000 0.05. On this basis, H4 is accepted, which means that Selection, Recruitment, and Job Placement at the simultaneous level have a determinant on Employee Performance at PT. XYZ.

3. Test Results of the Coefficient of Determination (R^2)

The Coefficient of Determination (R^2) is used to identify how much of the variation in the dependent variable (Y) can be influenced by the independent variables (X), where the Adjusted R Square value presents a better measure of accuracy.

Table. 3.11 Determination Coeficient Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.726[a]	.526	.514	1.305

a. Predictors: (Constant), X3, X1, X2

Source: SPSS Data Processing Results Version 25, 2025

From the table, the resultant calculation shows an Adjusted R Square of 0.514 or 51.4%. This coefficient means that 51.4% of the variation in employee performance (Y) can be predicted from the recruitment variables (X1), selection (X2), and job placement (X3). The remaining 48.6% is explained by other variables not included in the research model**.**

Discussion

The Effect of Recruitment on Employee Performance

The result of partial testing (T(st) of the recruitment variable has a t-count score of the Recruitment variable (X1) of 2.603> t-table score of 1.981 or a Sig score. A number of 0.010 <0.05, on this basis H1 is accepted, meaning that recruitment has a positive determinant significance on the performance of employees at PT PSP encourage the escalation of employee performance at PT PSP. The results of this study are in line as supported by previous studies that analyzed the determinants of recruitment on employee performance. Said, et al (2018) found that there is a positive determinant significance between recruitment to employee performance.

Effect of Selection on Employee Performance

The partial test results (T test) of the selection variable have a t-count value of the Selection variable(X2) of 2.485> t-table 1.981 or Sig. A number of 0.014<0.05, on this basis H2 is accepted, meaning that selection has a positive determination and influence on employee performance at PT PSP. The results of this study are in line as supported by previous research that analyzes the determinants of selection on employee performance. Tekkay et al. (2022) found that there is a positive determinant significance between recruitment on employee performance.

The Effect of Job Placement on Employee Performance

The partial test result (T test) of the job placement variable has a t-count score of the Job Placement variable (X3) of 4.564t-table value of 1.981 or Sig score. A mumber of 0.000 0.05, on this basis H3 is accepted, meaning that job placement has a positive and determinant on employee performance at PT PSP. The results of this study are in line as supported by previous studies that analyzed the effect of selection on employee performance. Tijow and Areros (2021) job placement has a signifiant determinant on employee performance.

The Effect of Recruitment, Selection, and Job Placement on Employee Performance

The results of the analysis have a significant effect at the simultaneous level of selection, recruitment, and job placement on employee performance. In line with the resultant research hypothesis test in the Test (F) which is also validated in the anova table, the F-count value is 42.240 F-table 3.076 and the Sig score. 0.000 0.05, then H4 is accepted, meaning that recruitment, selection and job placement have a significant effect on employee performance at PT PSP. The results of this study are in line with those supported by previous studies that analyzed the determinants of selection on employee performance. Muharram, et al. (2023) recruitment, selection, and placement at the simultaneous level affect employee performance.

4. CONCLUSION

Based on the resultant research that the author has carried out and has been described previously regarding the effect of recruitment, selection and job placement on the performance of PT PSP employees, it can be concluded that recruitment, selection and job placement have a simultaneous effect on employee performance.

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BIOGRAPHIES OF AUTHORS

The recommended number of authors is at least 2. One of them as a corresponding author.

Please attach clear photo (3x4 cm) and vita. Example of biographies of authors (9 pt):

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