



The Influence of Recruitment and Job Placement on Employee Performance at the Koperasi Konsumen Karyawan Keluarga Besar Petrokimia Gresik (K3PG)

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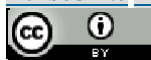
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ABSTRACT

Recruitment and placement play a crucial role in establishing a proficient Human Resources workforce inside an organization. This entails the process of strategically assigning employees or potential employees to work placements in order to enhance their efficiency in executing their workload and to foster the development of their skills. The objective is to ensure the smooth execution of tasks and to allocate individuals to positions and roles that align with their interests and abilities. The primary objective of this study, conducted inside the K3PG Cooperative, is to examine the extent to which recruitment and job placement practices impact employee performance. The K3PG Cooperative has received a response from a total of 53 individuals participating in the survey. The Structural Equation Modeling (SEM) method, in conjunction with the Partial Least Square technique and the SmartPLS 3.0 software, was used. To facilitate the implementation of data collection techniques, we conducted an extensive literature review and sent questionnaires to the participants. Based on the study results, it can be inferred that the process of recruitment has an impact on the performance of employees, while the placement of individuals in certain job roles has a discernible effect on the performance of workers employed by K3PG Cooperative.

INTRODUCTION

To continue to exist and excel in increasingly fierce competition, cooperatives are required to have competitive advantages. One of the many factors that can make cooperatives realize competitive competence is through excelling in Resources Quality Human Resources (HR) who can contribute to organizations or companies in the era of globalization. Therefore, it is necessary to have HR management available to employees so that they have good performance and work relevant to the assigned tasks to achieve the expected goals. One of the many activities in HR management is burnout and job placement.

Described by (Nuraeni, 2018) explained that the recruitment process is the process of finding, finding, inviting and assigning people based on inside or outside the company as prospective employees through specific specifications including those that have been determined in human resource planning. As described by (Asih and Azizah, 2018) Work placements need to be based on the job description and job specifications that have been determined, the right placement is composed of the relativity of academic competence, the relativity of work experience, and the relativity of physical and mental health, namely an effort to get people the right way, so that the company's goals that have been scheduled can be successful. Presented by (Arifin et al, 2019) argues that employee performance is the work that has been realized by a group of employees that is relevant to the tasks and obligations assigned to them.

The Koperasi Konsumen Karyawan Keluarga Besar Petrokimia Gresik (K3PG) is an economic organization in the form of a growing and eminent multi-business cooperative based on the potential of members to increase the fulfillment of the interests of members and the public by providing the interests of quality products or services, the best service, fast and at reasonable prices. compete.

Referring to an interview with one of the K3PG General HR divisions Mrs. Riza Ratna Prihastuti, the K3PG cooperative the process of selecting its members is carried out through a recruitment process based inside or outside the company. Employee recruitment is carried out on an internal basis, namely, employees who are currently experiencing promotion and position transfers. While employees who are carried out outside are delegated to the vendor-providing employees (outsourcing). The process of hiring employees at the K3PG cooperative is still not compatible, because there are still many employees who are free to be screened without regard to employee background, therefore the job placement is less relevant between the jobs given to employees and the skills and competencies they have.

This research was carried out because of the phenomenon that existed in the K3PG cooperative. This phenomenon is that the process of hiring employees at the K3PG cooperative is still not compatible, because there are still many employees who are free to be screened without regard to employee background, therefore in work placement it is less relevant between the work delegated to employees and the skills and competencies they have, therefore it can lead to poor performance. suboptimal employees.

THEORETICAL REVIEW

Recruitment

Recruitment described by (Yamin in Simbolon, 2018) Namely follow-up based on the HR management function of the first employee, namely job analysis. After the results of the job analysis prove the availability of job descriptions and job qualifications, job qualifications describe the requirements that need to be fulfilled by prospective employees in carrying out a position. Recruitment described by (Sinambela in Nurhasanah, 2019) is the process of attracting a person relevant to the needs, a sufficient number with the specified specifications, and the right time, and motivating them to submit job applications to the organization.

As described by (Hasibuan in Simbolon 2018) various indicators can be used to assess recruitment variables namely: 1) Basis of Withdrawal 2) Sources of Withdrawal 3) Withdrawal Method

Work Placement

As described by (Trisnawati 2019) Placement is a policy chosen by an agency supervisor or personnel division to determine whether an employee is still or not positioned in a special position or position referring to employee considerations, competence or special qualifications. Placement is a series of activities that begin when the company needs employees and opens up opportunities to get the desired prospective employees (Suwanto and Subyantoro, 2019).

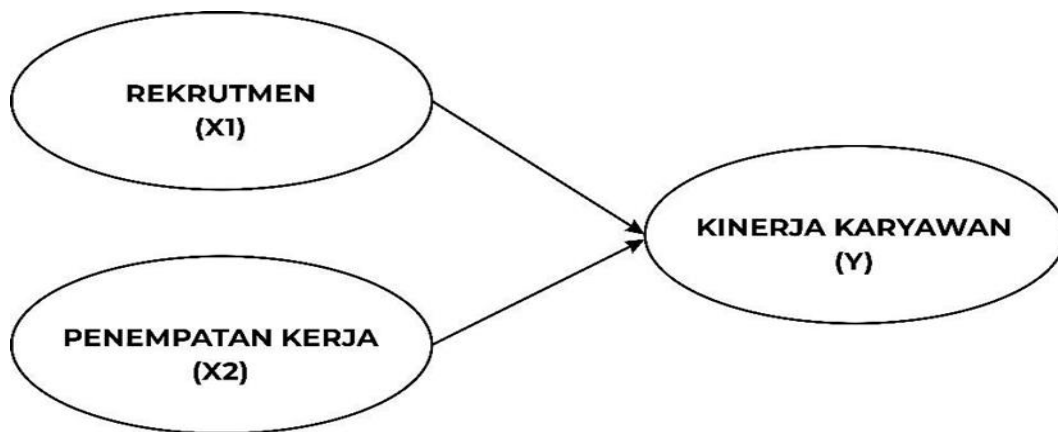
Indicators of work placement Presented by (Tjuju Yuniarsih and Suwatno in Rahani, 2019:35) include: 1) Education 2) Knowledge 3) Competence 4) Experience 5) Age

Employee Performance

As described by (Arifin et al., 2020) Employee performance is an achievement or work result in the form of quantity or quality that is manifested by an employee in fulfilling their obligations. As described by (Asih and Azizah, 2018) performance is the level of realization of work achievements in quantity and quality that is realized by employees during a special period in carrying out the responsibilities and obligations that have been delegated to them

Presented by (Mangkunegara in Rizal Nabawi 2019), suggests that performance indicators, namely: 1) Quality 2) Quantity 3) Implementation of Tasks 4) Obligations

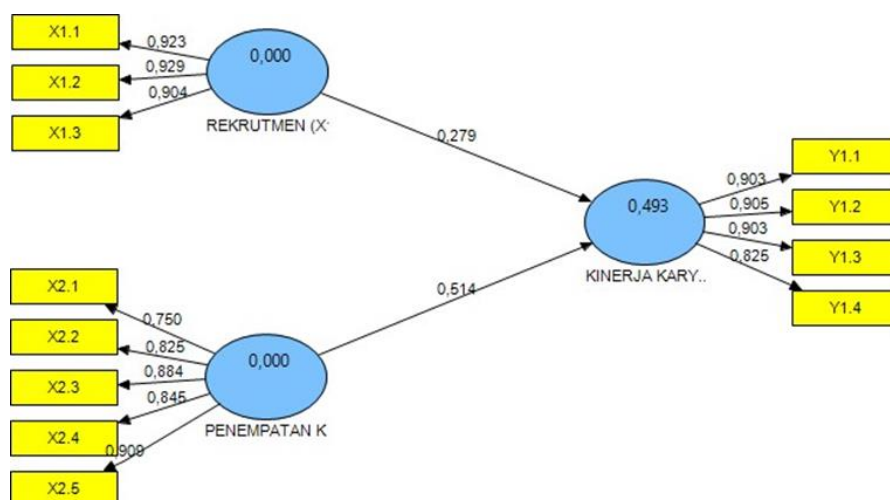
Conceptual Framework



METHODOLOGY

In this study, a qualitative research approach was used. This research was conducted at the Koperasi Konsumen Karyawan Keluarga Besar Petrokimia Gresik (K3PG). can provide quantitative data in this research, therefore a measurement scale is used, namely the ordinal measurement scale. The population chosen in this study is K3PG permanent employees. The population in this study was each K3PG employee, totaling 113 people. The sample used in this study was 53 respondents who had been determined using the Slovin formula. The data collection technique uses a questionnaire through the Google form. This study uses a questionnaire that has been made so that it can assess indicators based on each variable, namely Recruitment as (X1) and Work Placement as (X2) have an impact on Employee Performance as (Y) in K3PG. In carrying out the objectives of this study the hypothesis was tested using the Partial Least Square (PLS) method.

RESULTS AND DISCUSSION



In the picture above, you can find the value of the holding factor for all indicators which are located above the arrows between the variables and indicators. Can also find the value of the path coefficient, also known as the path coefficient, which is located above the arrow line between the dependent variable and the independent variable. Finally, you can find the R-Square value which is located right in the circle of the dependent variable (Employee Performance).

Outer Model (Measurement Model and Indicator Validity)

The measurement model in this study uses independent variables and reflective indicators including recruitment (X1) and work placement (X2) variables, as well as the dependent variable, namely Employee Performance (Y). To assess the validity of the indicators, it can also be done by being oriented toward the output of the Outer Loadings table, namely by paying attention to the magnitude of the loading factor value because in this modeling each indicator is reflective, therefore the table used is the Outer Loading output.

Table Outer Loadings (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error(STERR)	T Statistics (O/STERR)
X1.1 <- RECRUITMENT(X1)	0,922557	0,921145	0,021787	0,021787	42,344693
X1.2 <- RECRUITMENT(X1)	0,929297	0,929090	0,017330	0,017330	53,623246
X1.3 <- RECRUITMENT(X1)	0,903708	0,905739	0,023692	0,023692	38,143649
X2.1 <- WORK PLACEMENT (X2)	0,749587	0,752425	0,057844	0,057844	12,958863
X2.2 <- WORK PLACEMENT (X2)	0,824559	0,828342	0,046486	0,046486	17,737665
X2.3 <- WORK PLACEMENT (X2)	0,884082	0,882688	0,032825	0,032825	26,933415
X2.4 <- WORK PLACEMENT (X2)	0,845183	0,848523	0,026746	0,026746	31,600054
X2.5 <- WORK PLACEMENT (X2)	0,908777	0,910786	0,022142	0,022142	41,043478

Y1.1 <- EMPLOYEE PERFORMANCE(Y)	0,903354	0,904246	0,016739	0,016739	53,965733
Y1.2 <- EMPLOYEE PERFORMANCE (Y)	0,904868	0,900952	0,038740	0,038740	23,357442
Y1.3 <- EMPLOYEE PERFORMANCE (Y)	0,902905	0,903180	0,027739	0,027739	32,549635
Y1.4 <- EMPLOYEE PERFORMANCE (Y)	0,824698	0,822792	0,037904	0,037904	21,757296

Based on the table, whether the indicator is valid or not is assessed by paying attention to the Factor Loading Value based on the variable to the indicator, it is stated that its validity is sufficient when it is higher than 0.5 and or the T-Statistic value is higher than 1.96 or the Z value at a constant = 0.05. Factor Loading, namely the relationship between variables and indicators, when it is higher than 0.5 it is considered sufficiently valid as well as when the T-Statistic value is higher than 1.96 then its significance is sufficient.

Referring to the outer loading table, each reflective indicator on the variable Recruitment (X1), Work Placement (X2), and Employee Performance (Y), proves the factor loading (original sample) is higher by 0.50 and or significant (T value -Statistics are based more on the value of $Z \alpha = 0.05 (5\%) = 1.96$), so the calculation results for each indicator are sufficient. Convergent validity or good validity.

Assessment of the validity of the indicators can also be found based on the Cross Loading table, when the factor loading value for each indicator for each variable is higher than the factor loading for each indicator for the other variables, the factor loading is said to be valid, but when the factor loading value is smaller based on indicators based on other variables, therefore it is said to be invalid.

Table Cross Loading

	EMPLOYEE PERFORMANCE (Y)	WORK PLACEMENT (X2)	RECRUITMENT (X1)
X1.1	0,465446	0,388983	0,922557
X1.2	0,519670	0,455913	0,929297
X1.3	0,525630	0,597694	0,903708
X2.1	0,550052	0,749587	0,721307
X2.2	0,434105	0,824559	0,277442
X2.3	0,480247	0,884082	0,304159
X2.4	0,680818	0,845183	0,443819
X2.5	0,574664	0,908777	0,425273

Y1.1	0,903354	0,619772	0,548970
Y1.2	0,904868	0,541166	0,420702
Y1.3	0,902905	0,572632	0,567450
Y1.4	0,824698	0,599822	0,390623

Based on the results of cross-loading data processing, it was found that every factor loading value on each indicator (shaded) whether on the Recruitment variable (X1), Work Placement (X2), or Employee Performance (Y), proves that the factor loading value is higher than the factor loading. loading indicators based on other variables, so it can be said that each indicator in this study has sufficient validity or good validity.

Table Average variance extracted (AVE)

	AVE
EMPLOYEE PERFORMANCE (Y)	0,782550
WORK PLACEMENT (X2)	0,712718
REICRUTMEN (X1)	0,843798

Another measurement model is the Average Variance Extracted (AVE) value, which is the value that proves the magnitude of the indicator variance loaded by the latent variable. Convergent A higher AVE value of 0.5 proves good adequacy of validity for the latent variable. Reflective indicator variables can be found based on the average variance extracted (AVE) value for each variable (variable). A good model is required when the AVE value of each variable is higher based on 0.5.

AVE test results for the Recruitment variable (X1) worth 0.843798, the Job Placement variable (X2) worth 0.712718, and Employee Performance (Y) worth 0.782550, all these variables prove an overvalue based on 0.5, so comprehensively variables in this study can be said to have good validity.

Table Composite Reliability

	Composite Reliability
EMPLOYEE PERFORMANCE (Y)	0,934953
WORK PLACEMENT (X2)	0,925105
REICRUTMEN (X1)	0,941873

The variable reliability is assessed by the composite reliability value, the variable is reliable when the composite reliability value is above 0.70, so the indicator is considered stable in assessing latent variables.

The results of the Composite Reliability test prove that the Recruitment variable (X1) is worth 0.941873, the Job Placement variable (X2) is worth 0.925105, and Employee Performance (Y) is worth 0.934953, all these variables

prove the Composite Reliability value is 0.70 therefore it can be stated that each variable in this study is reliable.

Inner Model (Structural Model Measurement)

The measurement of the structural model is carried out by observing the R-Square value, which is the goodness-fit model test. The assessment of the inner model can be found based on the R-square value on the similarities between the latent variables. The value of R2 describes how much the independent (independent/exogenous) variable in the model can explain the dependent (bound/endogenous) variable.

Table R Square

	R Square
EMPLOYEE PERFORMANCE (Y)	0,493015
WORK PLACEMENT (X2)	
REKRUTMEN (X1)	

R2 value = 0.493015. This can be illustrated that the model can describe the phenomenon of Employee Performance which is influenced by exogenous variables including Recruitment and Work Placement with a variance of 49.30%, while the remaining 50.70% is explained by variables other than this research (besides Recruitment and Work Placement).

In addition to finding the R2 value, the Goodness of Fit research model can be found based on the quantity of Q2 or Q-Square predictive relevance for structural models, namely to assess how well the observed values generated by the model and the calculation of indicators. Q-square value > 0 proves that the model contains predictive relevance;

different from when the Q-Square value ≤ 0 proves the model does not contain predictive relevance. The Q-Square calculation is carried out by the formula: $Q^2 = 1 - (1 - R^2_1) (1 - R^2_2) \dots (1 - R^2_p)$ where $R^2_1, R^2_2 \dots R^2_p$ is the R-square variable

bound in the equation model. The Q2 quantity has a value with a range of $0 < Q^2 < 1$, where the more it reaches 1 means the better the model. This Q2 quantity corresponds to the total determination coefficient in the path analysis. In this study, the value of Q2 is $Q^2 = 1 - (1 - 0.493015) = 0.493015$.

based on the results of the Q2 calculation with a result of 0.493015, it can be concluded that the research model can be said to have sufficient predictive relevance.

Hypothesis Measurement

Next, in measuring the hypothesis, you can find the results of the coefficients and T-statistic values based on the inner model in the table below.

Table Path Coefficients (Mean, STDEV, T-Values, P-Values)

	Path Coefficients(O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STERR)	P Values
REICRUTMEN (X1) - > EMPLOYEE PERFORMANCE (Y)	0,278750	0,268424	0,106640	2,613945	0,010
PENEMPATAN KERJA (X2) -> KINERJA PEGAWAI (Y)	0,513920	0,527552	0,093607	5,490160	0,000

Based on the table it can be concluded that the hypothesis states:

Hipotesis 1 : It is suspected that recruitment has a positive influence on the performance of K3PG cooperative employees which is acceptable, with a path coefficient of 0.278750, and a T-statistic value of 2.613945 > 1.96 (based on table value $Z\alpha = 0.05$) or P-Value 0.010 < 0.05, with a significant (positive) result.

Hipotesis 2 : It is suspected that work placement has a positive influence on the performance of K3PG cooperative employees which is acceptable, with a path coefficient of 0.513920, and a T-statistic value of 5.490160 > 1.96 (based on table value $Z\alpha = 0.05$) or P-Value 0.000 < 0.05, with a significant (positive) result.

CONCLUSIONS AND RECOMMENDATIONS

Referring to the results of measurements that have been carried out using PLS analysis to test the Effect of Recruitment and Work Placement on Employee Performance at the Koperasi Konsumen Karyawan Keluarga Besar Petrokimia Gresik (K3PG), it can be concluded that there is an influence on recruitment on employee performance. This proves that the recruitment process has an important role in improving employee performance, considering that the recruitment process is the first step in finding and finding quality applicants relevant to the expectations expected by the company and there is an influence on job placement on employee performance in the K3PG cooperative. This means that when the work placement is relevant to the specified standards, the employee's performance can increase.

The K3PG Cooperative has carried out the recruitment process well, but to further maintain employee performance, it is necessary to recruit employees based on open recruitment methods, such as opening opportunities through official websites, social media advertisements, etc. Companies also need to provide opportunities for applicants from outside the company, because these outsiders can have superior quality human resources. In addition, in placing employees with educational backgrounds with the lowest scores, researchers therefore suggest companies to placement of employees relevant to the

educational background of prospective employees, so that later work is relevant to the employees of each employee and can carry out their duties properly.

FURTHER STUDY

For future researchers who want to research similar objects, it is recommended that they develop this research by adding variables, or researching other related variables with employee performance that has not been researched.

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