

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

*by* Arief Subyantoro

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

**FX. Suwanto<sup>1</sup> and Arief Subyantoro<sup>2</sup>**

<sup>1</sup> A Professor of Economics and Business, Budi Luhur University, Jakarta

<sup>2</sup> A Professor of Economics and Business, National Development University “Veteran”, Yogyakarta

<sup>1</sup>[fx.suwarto@yahoo.com](mailto:fx.suwarto@yahoo.com), <sup>2</sup>[ariefsubyantoro@yahoo.com](mailto:ariefsubyantoro@yahoo.com)

### ABSTRACT

The aims of this study was to determine the effect of recruitment on performance, the effect of selection on performance, the effect of placement on performance, the effect of recruitment on selection, and the effect of selection on placement. Depreciating number of employees at PT Green Glovers Indonesia in Klaten was caused by employees entering retirement, death or dismissal. Newly-hired employees are required to improve their performance. Technical data processing was conducted using Structural Equation Modeling (SEM) with Partial Least Square (PLS) approach. The sample of this study consists of 90 employees. The results showed that recruitment has no effect on performance; selection affects performance; placement affects performance; recruitment affects selection; and that selection affects placement.

**Keywords:** *Recruitment, Selection, Placement, Employee Performance.*

### 1 INTRODUCTION

The company we are studying produces gloves, and is currently facing fierce competition from rivals. It took some efforts for this company to anticipate such a situation as early as possible, such as by improving the quality of human resources. There are a number of aspects to be taken into account in acquiring skilled workforce, such as recruitment, selection, and placement of employees [1]. PT Green Glovers Indonesia is one of companies specialized in manufacturing gloves. As for the vision, the company wanted “to be the integrated and nationally-minded glove producer” and, for the mission, it sought “to efficiently produce gloves with the partners for the interest of it various stakeholders”. Good Corporate Governance, sustainability, and industrial standard are implemented to provide products that are acceptable to the intended customers. To gain competitive advantage in terms of human resources based on the best practices and latest management system to improve the core competitiveness, PT Green Glovers Indonesia needs quality HR to help the company achieve its organizational goals.

PT Green Glovers Indonesia had 90 managerial and non-managerial employees over the period 2014-2017. In this research, we are interested in studying the recruitment, selection and placement of employees. The reason is that employees constitute the smallest unit with responsibilities set by the company according to their respective skills. Considering the importance of Human Resource Planning for company, a strategy for recruitment, selection, and placement of employees is indispensable. The recruitment, selection and placement of employees serve a critical role in the company’s success, because they reflect the company’s ability to survive, adapt, and develop in a highly competitive environment [2]. A decrease in the number of employees in PT Green Glovers Indonesia occurs because of retirement, death or dismissal for the company’s rules violation. Therefore, new employees are required to replace them for the period of 2020-2022. For that reason the recruitment and selection of employees at PT Green Glovers Indonesia are held biennially. This is intended to maintain a stable number of employees in proportion to the available human resources.

The recruitment and selection system at PT Green Glovers Indonesia includes not only recruiting external employees but also improvement of the company's effectiveness. Therefore, the company also recruits internal employees for the purpose of improving the work performance of the existing employees, maintaining their loyalty, motivating them to work better, and giving them with achievement award.

Table 1: Employee Recruitment Data

Year	Recruitment		Total
	Internal	External	
2011		20	20
2013	-	10	10
2015	-	35	35
2017	5	20	25

Source : Secondary Data (2018)

From the table above we can see that up to 2018, the number of existing and newly recruited employees fluctuated. Thus, the selection and placement system is required to improve the company's performance.

A previous study by [3] examining the effect of recruitment and selection on the performance, using Structural Equation Modeling (SEM), revealed that recruitment affects selection, selection affects performance and recruitment directly affects the performance. A study on the effect of recruitment, selection and placement using path analysis, revealed that recruitment and selection have a significant effect on placement, and that placement of employees has a significant effect on employees' performance [4]. In addition, [5] studied the effect of recruitment and selection on performance, using qualitative and quantitative methods with Pearson's correlation coefficient, and revealed that a significant correlation exists between recruitment, selection and performance.

Based on the points elaborated above, problems that the present study focusing on are as follows:

1. How recruitment affects employee performance?
2. How selection affects employee performance?
3. How placement affects employee performance?
4. How recruitment affects selection of employee?
5. How selection affects placement of employee?

## 2 LITERATURE REVIEW

### 2.1 Recruitment

The company's recruitment plan and its effectiveness serve a pivotal role in the strategic decision making as these constitute the main investment of the company [6]. Recruitment, according to [7], is the activity of an organization intended to identify and finding new employees that meet the organization's requirement. This process is intended to stimulate potential employees to submit a job proposal and subsequently selected according to the company's specific requirement to obtain the right employees to fill the vacant positions. Organization shall prepare the specific qualifications required to fill the vacant position and then monitor the candidate employees during the recruitment and selection processes [8]. In addition, the recruitment is intended to stabilize the composition of human resources.

For a successful recruitment strategy, organizations or companies can utilize a number of recruitment methods including job advertisement, suggestions from the existing employees, graduate recruitment, agencies or expert involvement, vacancy/job boards, company website, social media, etc [9]. An effective recruitment process provides a organization with competitive advantages in the marketplace, increasing returns, and economies of scale [10]. Such a process will also help achieve the company's objectives such as stability in human resources, provide sufficient number of better qualified applicants for vacant positions, and improve the effectiveness of selection process [11].

According to [12], indicators of recruitment process are as follows:

1. The basis for hiring employees

It should be based on the qualifications required to fill certain positions.

2. Sources of employees

- a. Internal

Mutation of employees qualified for the position to fill.

- b. External

Employees recruited from outside companies to fill the vacant positions.

3. Recruitment method

- a. Closed recruitment

The recruitment is informed only to certain employees or staff.

- b. Open recruitment

The recruitment is informed publicly using job boards and vacancy ads.

## 2.2 Selection

According to [7], employee selection is the process of deciding whether the job applicant is eligible for a certain position in a company. [12] stated that selection is a process in which an organization selecting an individual for vacant position in the organization. An organization will not succeed unless it has potential and highly qualified employees. Selection process is an important part in the whole process of human resource management. Such a process makes it possible to hire high potential and qualified employees, depending on how good a company implemented the selection process. It is certainly inseparable from the recruitment process. The purpose of selection is to pick up the right candidates for the right position, to develop and maintain the reputation of employers, and to make sure effective cost of employee selection [13].

The selection procedures to recruit high potential employees for the right position should be carefully and efficiently prepared. The criteria for employee selection, according to [14], are generally categorized as follows: (a) education; (b) reference; (c) experience; (d) health; (e) written test; and (f) interviews. As the above description suggests, compliance with the correct procedures will provide an organization with qualified human resources. This, in turn, will have a positive effect on organization, i.e., making it easier to determine which candidates are qualified to occupy certain positions. On the part of the applicants, such procedures will prevent them from being suspicious if they cannot pass the selection process. Hence, the applicants realized that they remained ineligible for the company's employment standard [15].

## 2.3 Placement

Among the functions that the human resource management serves is the placement of employees. According to [16], based on modern theory of HR management, placement is applicable not only to newly hired employees, but also the existing employees who are subjects to rotation or mutation policy. This means that placement of employee consists of two methods: one for newly recruited employees and the other for the existing employees by being rotated to positions in a company. According to [17], the placement of employees shall take employees' education attainment, experience and interest into consideration in compliance with the applicable procedures in a company. Furthermore, [18] argued that the placement of employees shall consider the

following factors: 1) education and training; 2) job-related knowledge; 3) skills; and 4) work experience.

## 2.4 Performance

Organizational performance comprises the vision, mission, and objectives of an organization as measured against its intended outputs or goals. The process or effort to achieve organizational objectives is currently better known as performance management. According to [12], corporate performance management system is intended to identify, boost, measure, evaluate, improve, and appreciate the employee performance. Performance has a much broader meaning than just the result of an action; it also denotes how the process of an action taking place. According to [19], performance consists of a set of actions of work that integrate skills and knowledge to generate valuable results. There are six indicators to measure employee individual performance [20]: 1) quality; 2) quantity; 3) punctuality; 4) effectiveness; and 5) independence.

## 3 RESEARCH METHODOLOGY

The current research was conducted in PT Green Glovers Indonesia in Klaten Regency. The data employed in this study consisted of primary and secondary data. The primary data are those that we collected from the source, i.e. interview with the respondents of this study. This study utilized a saturation sample or census. The respondents in this study consisted of 90 employees recruited for the period of 2011-2017.

### 3.1 Conceptual Framework

The conceptual framework in this study is meant to determine the effect of recruitment, selection and placement on employee performance. Recruitment, selection and placement serve as the exogenous variables; employee performance serves as the endogenous variable. The effect of the four variables was measured using structural equation modeling (SEM). The results of the analysis were then proposed as the basic recommendations for organizations on their employees' performance. The recommendations were also based on the literature review on topics related to the study. The hypotheses to be tested in this study are as follows:

H1: Recruitment has a positive effect on employee performance.

H2: Selection has a positive effect on employee performance.

H3: Placement has a positive effect on performance.

H4: Recruitment has a positive effect on selection.

H5: Selection has a positive effect on placement.

## 4 RESULTS AND DISCUSSION

### 4.1 Overview of Respondents

This section describes the general characteristic of the respondent involved in this study. The research data were obtained from the questionnaires distributed to all 90 respondents. The characteristics of the respondents include gender, age, tenure, and education attainment. The following are the description of each characteristic of the respondents.

#### 4.1.1 Gender

The questionnaires distributed to the respondent indicated that the majority of managerial employees are women (81 or 90%) and the remaining 10 percent (9) are men. PT Green Glovers Indonesia is a company specializing in manufacturing gloves that has its main headquarter in Klaten. It employed more female workers than men as the jobs available are generally require meticulousness and patience.

#### 4.1.2 Age

As for the age of the respondents, it can be further detailed as follows: the respondents in the age range of 20-30 years old amounted to 23 (or 25.56 percent); the respondents in the age range of 31-40 years old amounted 33 (or 33.67 percent); the respondents in the age range of 41-50 years old amounted to 26 (or 28.89 percent); and those aged more than 50 years old amounted to 8 (or 8.89 percent). The figures above indicated that the majority of respondents are in the age range of 31-40 years old, suggesting that the employees are currently in their productive age that enable them to improve their performance.

### 4.1.3 Educational Attainment

The highest level of education that a person has completed affects his or her competency, mindset, perspective, and performance. Educational attainment in this study is divided into three: High School or equivalent, Associate Degree, and Bachelor's Degree. Majority of the respondents have completed High School or equivalent level of education by 66 persons or 73.33 percent. Those who have completed Associate Degree amounted to 20 or 22.22 percent. Lastly, the number of respondents with Bachelor's Degree was 4 individuals or 4.45 percent.

### 4.1.4 Tenure

Respondents with job tenure of less than 5 years amounted to 74 or 82.22 percent. This is because the majority of employees in PT Green Glovers Indonesia recruited during the period 2013-2015 comprised mainly young adults or fresh graduates. The number of respondents with job tenure of more than 5 years amounted to 16 individuals or 17.78 percent. The figures above tell us that the number of employees with job tenure of less than 5 years is greater than those with job tenure of more than 5 years. Thus, it is safe to say that job tenure is not the determinant of performance. Instead, recruitment, selection and placement have a loser relation with performance.

## 5 RESULTS OF PLS-SEM ANALYSES

### 5.1 Evaluation of First Outer Model

Evaluation of the measurement model was conducted using SmartPLS3 software. There are two types of measurement model: validity and reliability tests. The former consists of two phases: convergent validity and discriminant validity. Convergent validity is tested with reference to factor loadings and Average Variance Extracted (AVE). Assessment of discriminant validity was conducted by checking the cross-loadings. Reliability was examined via construct reliability, i.e. by assessing the composite reliability and the Cronbach's alpha.

Table 2: Results of measurement model assessment

Indicator	Recruitm ent (X1)	Selecti on (X2)	Placem ent (X3)	Performa nce (Y1)
X1.1	<b>0.910</b>	0.474	0.684	0.596
X1.2	<b>0.609</b>	0.382	0.370	0.327
X1.3	<b>0.876</b>	0.483	0.637	0.582
X2.1	0.402	<b>0.671</b>	0.501	0.481
X2.2	0.002	<b>0.033</b>	-0.140	-0.012
X2.3	0.289	<b>0.571</b>	0.285	0.383
X2.4	0.422	<b>0.822</b>	0.466	0.550
X2.5	0.387	<b>0.829</b>	0.376	0.485
X2.6	0.536	<b>0.850</b>	0.587	0.608
X3.1	0.617	0.576	<b>0.812</b>	0.590
X3.2	0.636	0.605	<b>0.915</b>	0.796
X3.3	0.611	0.501	<b>0.921</b>	0.784
X3.4	0.657	0.455	<b>0.860</b>	0.728
Y1.1	0.498	0.711	0.736	<b>0.820</b>
Y1.2	0.580	0.514	0.763	<b>0.914</b>
Y1.3	0.574	0.583	0.701	<b>0.865</b>
Indicator	Recruitme nt (X1)	Selecti on (X2)	Placeme nt (X3)	Performan ce (Y1)
Y1.4	0.607	0.630	0.800	<b>0.923</b>
Y1.5	0.444	0.389	0.473	<b>0.730</b>
<b>Cronbac h's Alpha</b>	0.725	0.742	0.900	0.906
<b>Reliabilit as Komposit</b>	0.847	0.820	0.931	0.930
<b>AVE</b>	0.655	<b>0.477</b>	0.771	0.728

Source: processed primary data (2018)

What we need to pay attention to foremost is the results of factor loadings for each latent variable. Figures in bold type are the factor loadings, indicators of latent variable. The factor loadings are used to accomplish the convergent validity of the measurement model. The underlined factor loadings ( $< 0.7$ ) showed that the indicators have poor convergent validity [21]. As for the italicized factor loadings ( $< 0.4$ ), they should be excluded from the model [22]. This is because the measurement model does not meet the criteria of convergent validity (AVE in bold type for selection is less than 0.05), therefore it would be better to exclude the indicator from the model for hypothesis testing. Unless this was done, the results of study will have a weak measure of validity. Furthermore, invalid indicators should be excluded from the model (indicator X2.2 or reference). Subsequently, reexamination should be conducted after the exclusion of invalid indicators from the research model.

The results show that factor loadings of the indicator of each latent variable no longer below 0.4. AVE values indicate the level of variation or diversity in the indicators of latent variables. Therefore, the higher the level of variation or diversity in the indicators of latent variables, the closer the indicators to the latent variables they represent. In other words, the higher the values of AVE, the higher the capability of latent variables to explain the diversity of their indicators. The acceptable AVE should be greater than 0.5 [23]. After further evaluation of measurement model employed in this study, the AVE for all latent variables is  $> 0.5$ . This means that more than 50% of indicators' diversity can be explained by each of their latent variables. Based on the two criteria, factor loadings and AVE, the data have passed the convergent validity assessment.

The discriminant validity can be evaluated by using cross-loading of indicator. The measurement of cross loading is conducted by comparing loading indicator with its latent variable and latent variable

of other blocks. If the loadings between the indicator and its latent variable are higher than those of latent variables of other block, this indicates that the latent variables predict the measure on their block better than other blocks. The loadings are greater than those of latent variables. For example, indicators X1.1, X1.2 and X1.3 have factor loadings in the recruitment column (bold typed) greater than those in the selection, placement and performance columns. This holds true for other latent variables. Thus, the data have passed the discriminant validity test.

Now we come to the composite reliability value. Composite reliability and Cronbach's alpha have the same interpretable meaning, for all variables with values higher than 0.7. This indicates that the data is highly reliable or, in other words, the internal consistency of each latent variable is quite satisfactory. This means that all latent variables are reliable.

Based on the descriptions in the above sections, it can be concluded that the data have been valid and reliable to be subjected to further evaluation of structural model and hypothesis tests.

Evaluation of structural model (inner model)

After the evaluation of measurement model, the next phase is the structural model evaluation. The evaluation is intended to determine effect of exogenous latent variables on the endogenous variables. The criteria of the measurement model evaluation include the coefficient of determination (R<sup>2</sup>), predictive

### 5.2 Evaluation of structural model (inner model)

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Table 4: Results of R-square and criteria

	R-Square	Criteria
Selection (X2)	0.305	Good
Placement (X3)	0.365	Good
Performance (Y1)	0.735	Very Good

R-square or coefficient of determination is a statistical measure of how good the exogenous

variables explain the endogenous variables. The higher the R-square value, the better the exogenous

Indicator	Recruitment (X1)	Selection (X2)	Placement (X3)	Performance (Y1)
X1.1	<b>0.910</b>	0.472	0.684	0.596
X1.2	<b>0.610</b>	0.385	0.370	0.327
X1.3	<b>0.875</b>	0.481	0.637	0.582
X2.1	0.402	<b>0.667</b>	0.501	0.481
X2.3	0.289	<b>0.575</b>	0.285	0.383
X2.4	0.422	<b>0.826</b>	0.466	0.550
X2.5	0.387	<b>0.832</b>	0.376	0.485
X2.6	0.536	<b>0.848</b>	0.587	0.608
X3.1	0.617	0.571	<b>0.812</b>	0.590
X3.2	0.636	0.602	<b>0.915</b>	0.796
X3.3	0.611	0.494	<b>0.921</b>	0.784
X3.4	0.657	0.452	<b>0.860</b>	0.728
Y1.1	0.498	0.710	0.736	<b>0.820</b>
Y1.2	0.579	0.510	0.763	<b>0.914</b>
Y1.3	0.574	0.584	0.701	<b>0.865</b>
Y1.4	0.607	0.628	0.800	<b>0.923</b>
Y1.5	0.444	0.390	0.473	<b>0.730</b>
Cronbach's Alpha	0.725	0.808	0.900	0.906
Composite reliability	0.847	0.868	0.931	0.930
AVE	0.655	0.573	0.771	0.728

variables explain their endogenous counterparts. According to [21], R-square values are divided into three categories: R-square values of 0.67, 0.33 and 0.19 as substantial, moderate and weak, respectively. In this study, performance can be explained by recruitment, selection and placement at 73.5 % (very good). Placement can be explained

by selection at 36.5% (good). Selection can be explained by recruitment at 30.5% (moderate). The rest are explained by other variables not included in the research model.

Table 5: Results of  $Q^2$  calculation

	SSO	SSE	$Q^2(=1SSE/S)$
<b>Recruitment (X1)</b>	270.00	270.000	
<b>Selection (X2)</b>	450.00	378.626	0.159
<b>Placement (X3)</b>	360.000	265.709	0.262
<b>Performance (Y1)</b>	450.000	232.107	0.484

Source: processed primary data (2018)

Q2 (predictive relevance) serves to validate models. The measurement would be fit if the endogenous latent variable has a reflective measurement model. The results of Q2 will be considered as good if the value is  $> 0$ , which indicates that the exogenous latent variable is good (fit) as the explanatory variable that capable of predicting its endogenous variable [23] In this study, which has a reflective measurement model, the Q-square value is greater than 0, therefore the exogenous latent variable can serve as a good explanatory variable to predict its endogenous counterpart.

In addition to R2 and Q2, *Goodness of Fit* (GoF) model is also used to validate the structural model. GoF index is a single measure to validate the composite performance between the measurement model and the structural model. The GFI ranges between 0 and 1, with the values interpreted as: GoF small=0.1, GoF medium=0.25, and GoF large=0.36. GoF can be calculated using the following formula.

$$GoF = \sqrt{AVE \times R^2}$$

dengan  $AVE$  adalah rata-rata nilai AVE variabel laten dan  $R^2$  adalah rata-rata nilai  $R^2$ .

$$GoF = \sqrt{AVE \times R^2}$$

$$= \sqrt{\frac{0.655 + 0.573 + 0.771 + 0.728}{4} \times \frac{0.305 + 0.365 + 0.735}{3}}$$

$$= 0.565$$

The GoF value in this study is quite large, therefore the model is, on the whole, can be categorized as quite good. Overall, the values of R2, Q2, and GoF indicate that the structural model has been quite good and we can proceed to the hypothesis tests.

### 5.3 Hypothesis Testing

After the evaluation of measurement and structural models, and the results indicate that the model and the data are valid and reliable, we proceed to the hypothesis testing. The table below displays the results of hypothesis testing on the relationship between latent variables.

Table 6: Path coefficients of structural model

	Original sample (O)	Standard Deviation (STDEV)	t-Statistics ( O/STDEV )	P-Values
<b>Recruitment → Selection</b>	0.552	0.063	8.772	0.000
<b>Recruitment → Performance</b>	0.023	0.094	0.246	0.806
<b>Selection → Placement</b>	0.604	0.053	11.387	0.000
<b>Selection → Performance</b>	0.268	0.053	5.029	0.000
<b>Placement → Performance</b>	0.651	0.089	7.294	0.000

Source: processed primary data (2018)



By path coefficient we mean that every possible linkage between latent variables fits the research hypothesis. The fitness of a measurement model can be determined by P-value or t-statistic. If the t-statistic is greater than 1.96 and the probability value is less than 0.05 or 5%, the research hypothesis H1 is accepted. In the present study, the research hypotheses are as follows.

1. H<sub>0</sub>: Recruitment has no effect on performance.  
H<sub>1</sub>: Recruitment affects the performance.
2. H<sub>0</sub>: Selection has no effect on performance.  
H<sub>1</sub>: Selection affects the performance.
3. H<sub>0</sub>: Placement has no effect on performance.  
H<sub>1</sub>: Placement affects the performance.
4. H<sub>0</sub>: Recruitment has no effect on selection.  
H<sub>1</sub>: Recruitment affects the selection.
5. H<sub>0</sub>: Selection has no effect on placement.  
H<sub>1</sub>: Selection affects the placement.

The hypothesis tests for the measurement model will be presented in this section. The table below summarizes the results of hypothesis testing.

Outer weight means that every correlation between indicators and their latent variables has an effect that corresponds to the hypothesis testing model. The fitness can be determined by P-value and t-statistic, i.e. the procedure similar to that of hypotheses testing for structural model. It can be seen that the t-statistic in all relationships between indicators and their latent variables amounted to > 1.96. Likewise, the P-value amounted to < 0.05 for all the relationships between the indicators and their latent variables, thereby H<sub>0</sub> is accepted. This means that all indicators have an effect on their latent variables.

## 6 CONCLUSION

1. Recruitment has no effect on employee performance. The analysis showed that recruitment has no effect on performance. According to [24], there is a strong presumption, in this kind of research, that the correlational path between recruitment and performance is indirect in nature.
2. Selection has a significant effect on performance. This indicates that the selection processes have a positive and significant effect on employees' performance, which means that the selection process affects the employee performance.
3. Placement has a significant effect on employee performance. This indicates that employee

performance in a company can be improved through proper placement of employees..

4. Recruitment has a significant effect on selection. This indicates that relationship exists between recruitment and selection and their effect on HRM functions. This confirms previous research by [25] stating that recruitment has a direct correlation with selection. Thus, in this research model, the path between recruitment and selection can be maintained.

Selection has a significant effect on placement. The positive value indicates that the placement of employee might be improved through selection process. The placement of employees based on the results of selection complies with both employer and employee wishes. This makes possible for the employees to understand their scope of work to put their maximum effort to achieve the company goals.

## 7 SUGGESTION

PT Green Glovers Indonesia in Klaten needs to pay serious attention to the factors affecting employees' performance. The reason is that recruitment has no effect on employee performance, while other variables have a significant effect on employee performance. Job analysis needs to be conducted before the selection and placement of human resources. Proper method of employee selection that is adaptable to the workplace situation and condition is indispensable. Placement of new employees needs to be implemented with reference to job analysis conducted previously and the results thereof.

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