

## THE EFFECT OF RECRUITMENT AND JOB PLACEMENT ON WORK ACHIEVEMENT AT PT. BANK TABUNGAN NEGARA (PERSERO) TBK KCP SIBOLGA

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### ARTICLE INFO

**Keywords:**  
Recruitment,  
Placement and  
Employee Performance

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### ABSTRACT

This study entitled "The effect of recruitment and placement on employee performance at PT. Bank Tabungan Negara (Pesero) Tbk KCP Sibolga. The purpose of this study was to determine the effect of recruitment and placement on employee performance at PT. Bank Tabungan Negara (Pesero) Tbk KCP Sibolga. The population as well as the sample in this study were all employees at PT. Bank Tabungan Negara (Pesero) Tbk KCP Sibolga, which has a total of 22 employees. The partial results of the hypothesis test show that recruitment has a positive and significant effect on employee performance at PT. Bank Tabungan Negara (Pesero) Tbk KCP Sibolga. Branch with proven  $t$  count  $2.967 > t$  table of  $1.99254$  and probability value  $0.004 < \alpha$   $0.05$ . Placement has a significant effect on performance because  $t$  count is  $7.751 > 1.99254$  and the probability value is  $0.000 < \alpha$   $0.05$ . Simultaneously hypothesis testing shows that recruitment and placement have a positive and significant effect on employee performance at PT. Bank Tabungan Negara (Pesero) Tbk KCP Sibolga Branch indicated by  $F$  count  $44.705 > F$  table  $3.12$  and probability value  $0.000 < \alpha$   $0.05$ .

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### 1. INTRODUCTION

The company's goal in general is to seek maximum profits and strive to maintain the company's viability in the long term. To achieve this goal, the company carries out its activities by using the factors of production, capital, technology, especially human resources (labor).

The problem of manpower in a company is an essential thing, because in a production process labor is a major factor, therefore, besides being very important it is also very complex, the key to the success of a company lies not only in the tools used, but also in humans. Behind these tools or other resources, so labor as a human resource remains the subject and objective of personnel management.

PT. Bank Tabungan Negara (Persero) Tbk KCP Sibolga is one of the official banks engaged in banking. For this reason, companies really need qualified employees according to their expertise. PT. Bank Tabungan Negara (Persero) Tbk KCP Sibolga is very aware that quality human resources are the main requirement for driving all forms of activity owned by the company. Therefore the process of procuring employees is very essential which will determine the success of the company itself to support the development of the company. In order to be able to develop a good human resource strategy, quality human resources are needed, and to get qualified and appropriate personnel.

Mistakes in the placement of employees will result in the emergence of conflicts in employees related to their work which can then result in a decrease in enthusiasm and enthusiasm for work which in turn results in a decrease in work productivity. To find out whether the placement process was successful or not, what the company can do is to evaluate employee behavior and performance in the form of performance appraisal.

This work performance appraisal can be useful for companies and for employees. For companies, it is to measure work performance and the extent to which employees are useful to the company and determine decisions in various matters such as identifying training program needs, recruitment, placement, reward systems, and so on. For these employees it is useful as a self-measurement which will ultimately be useful for determining goals, paths, plans and career development. Employees who excel will be useful for the company in achieving its goals.

## **2. LITERATURE REVIEW**

### **Signalling Theory**

#### **a. Definition of Recruitment**

According to Sedarmayanti (2010: 113), recruitment is an activity of determining and selecting workers who meet predetermined criteria. According to Mondy (2008: 168), recruitment is the process of selecting from a group of applicants, the most suitable person to occupy a certain position and for the organization.

According to Hasibuan (2013: 47), recruitment is an activity of selecting and determining applicants who are accepted or rejected to become company employees. This recruitment is based on certain specifications of each company concerned.

According to Rachmawati (2008: 100), there are several recruitment processes, namely:

##### **1. Screening Applicants**

Job applications provide initial information about job applicants, such as educational background, experience, interests and desired position, desired salary, and special skills of the applicant. Relevant information needs to be included for further consideration.

##### **2. Test**

The test is intended to see the true ability of the applicant. This is to test the applicant's actual response to the job and task that will be carried out.

Tests are divided into several types:

##### **a. Comprehension ability test (mental)**

These tests are classified as tests of intelligence and specific mental abilities, such as memory and expressing opinions.

##### **b. Intelligence test**

This test is a general knowledge ability test that includes memory skills, vocabulary, oral skills, and quantitative abilities.

##### **c. Special mental abilities**

There are also measures of specific mental abilities, such as inductive and deductive reasoning, thorough verbal comprehension, memory and quantitative abilities. Tests in this category can also be called aptitude tests, because they ask the applicant's aptitude.

##### **d. Tests of motor and physical abilities**

Tests of motor ability include manual skills, hand movement speed and reaction time, measuring speed and accuracy of simple considerations such as hand, finger, and arm movement speed.

##### **e. Personality and interest test**

A person's mental and physical abilities are rarely shown at work. Several factors, such as motivation and interpersonal skills are also important. Personality tests can cover basic aspects of the applicant's personality, such as personal thought, stability, and motivation. This test is used by experts to examine the test taker's description and reaction of the test personnel.

##### **3. Initial Interview**

Initial interviews are useful for quickly seeing if an applicant is a good fit for the job being offered. This interview was conducted to see work experience, desired salary level, and willingness to transfer or be promoted. This interview will not be conducted if the number of job applicants is large enough because it is costly and inefficient.

##### **3. Background Evaluation**

This evaluation is carried out to determine the correctness of the information provided by job applicants. If the applicant mentions references, the manager can check the references mentioned. Managers may also use other sources to confirm the veracity of what the applicant says.

##### **4. Deep interview**

In-depth interviews are conducted to obtain more information about the applicant. It can also be used to confirm the correctness of information provided in writing.

##### **a. By level of structure (structured and unstructured interviews)**

Structured interviews are interviews that follow a sequence of statements that have been prepared beforehand. The advantage of this interview is because the questions asked to applicants are in accordance with the job requirements. The weakness of this interview will be closing or difficult to get more extensive information about the applicant. Unstructured interviews are undirected interviews that follow the main points of interest that arise in response to questions. The advantage is that the questions can develop according to the topic of the questions asked by the applicant, not depending on

- the order of the main questions. The weakness is that the questions are not directed and the main information that the applicant actually wants to explore is not answered.
- b. By purpose (stress interview and appraisal interview)  
A stress interview is an interview in which the applicant is irritated with a series of questions that are in a corner, whether the applicant will be affected or changed in the face of a stressful situation. Assessment interviews are interviews with applicants where they are asked to explain decisions or actions to be taken when facing an urgent situation within the organization.
  - c. According to the content of the interview (situational interview and behavioral interview)  
Situational interviews are interviews that contain a series of job-related questions that focus on how the applicant acts in a particular situation. Job appraisal interview is an interview that consists of a series of questions related to the position that will be given to the applicant and is focused on how the applicant acts in a particular situation.
  - d. According to the way the interviews were conducted (panel interviews and serial interviews)  
Panel interviews are interviews conducted by more than one person or in groups with one or more applicants. Serial interviews are interviews where applicants are interviewed sequentially by several people and each assesses the applicant based on a standard form set by the organization.
5. Health Test  
This test is carried out by all prospective workers to see whether the candidate has a disease or not. This test can be done at the start or end depending on what the organization expects from the recruitment program as a whole.
6. Decision Making  
Organizations will make decisions by offering job offers in several ways such as notifications by post, telephone, mass media, or announcements at recruitment sites.
- e. **Definition of Placement**  
Placement (staffing) according to Rivai, (2009: 211) consists of two ways; "1). New employees from outside the company, and 2). Assignment in a new place for old employees/employees is called placement or internal placement. Internal placement often occurs without any orientation, because old employees are considered to know everything about the company. But unfortunately, this assumption is not entirely true. Experienced employees already know the company/workplace well, but they don't know things related to the new job and work environment.  
Placement is "Reassignment of an Employee to his new job. Placement decisions are mostly made by line managers, usually the supervisor of an employee in consultation determines future employee placements" (Rivai, 2009:211). This process of placing human resources "is not only for new employees who are recruited but also applies to old employees who are transferred and promoted from their old positions". (Sihotang, 2007; 149). The difference between the two placements of human resources is: the placement of new human resources is after they graduate from recruitment recruitment and are appointed to new positions and ranks to start the work entrusted to them, and the placement of old human resources means transferring their work assignments to new positions and office locations as well could be a new office.
- f. **Placement Metho**  
Before placing employees, in this case, it is necessary to look at the methods that must be followed in placing employees. The methods that must be taken according to Sulistiyani & Rosidah (2003: 155), in this case are:
1. Determine human resource requirements.
  2. Seek budget approval to hold or fill positions.
  3. Develop valid placement criteria.
  4. Procurement (recruitment);
  5. Conducting tests or otherwise screening applicants.
  6. Prepare a list of qualified applicants and employees.
  7. Recruitment of the most qualified employees.
- Important requirements for the employee placement process according to Sulistiyani & Rosidah (2003: 152), include:
1. Job analysis information that provides job descriptions, job specializations and achievement standards that should exist in each of these positions.

2. Human resource plans that provide information to managers about the availability or absence of employee vacancies in an agency.
3. The success of the recruitment function will guarantee the manager that there is a group of people to choose from.

**g. Employee Placement Procedures**

As for the procedures that must be carried out, according to Sulistiyani & Rosidah (2003: 165), among others:

1. The workforce manager delegates his authority to the workforce recruitment section to carry out workforce recruitment to fill available formations based on certain qualifications.
2. Regarding the implementation of labor recruitment, the labor recruitment section reports/accounts for all activities that have been carried out in the context of manpower recruitment to the manpower manager who is the direct supervisor.
3. After receiving the recruitment report, the manpower manager delegates his powers to the manpower placement department to place workers who have passed the recruitment based on existing conditions, and based on the manpower recruitment department's report.
4. The labor recruitment division on the basis of the implementation of the horizontal function provides the results of recruitment (prospective workers who pass the recruitment) to the manpower placement division to place the workforce in the right position.
5. For the implementation of functions in manpower placement, the manpower placement department reports/accounts for all its activities to the manpower manager who is the party who delegates power/direct superior to the manpower placement department.

**h. Placement Indicator**

Furthermore, according to Sulistiyani & Rosidah (2003: 162), the factors that must be considered in Employee Placement, then as indicators include:

1. Academic Achievement Factor  
The academic achievements that have been achieved by the employee concerned while attending the education level must be considered. By considering the academic achievement factor, it can be determined where the employee concerned will be placed in accordance with his academic achievements.
3. Experience Factor  
Experience working in a similar job that has been experienced previously needs to be considered in the context of placing the employee. This is based on the fact that the longer working time, the more experience the employee will have. The amount of work experience gives 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 will happen. Placement of employees in certain tasks and jobs must be adjusted to the physical and mental condition of the employees concerned.
4. Marital status factor  
Concerning the employee's marital status is a very important matter. In addition to the interests of employment, it is also a material consideration in the placement of employees.
5. Age factor  
In order to place employees, the age factor of employees who pass the recruitment needs to be considered. This is intended to avoid low productivity generated by the employee concerned.

**i. Definition of Work Performance**

According to Hasibuan (2008: 94) suggests that work performance is "A work result that is achieved by a person in carrying out the tasks assigned to him based on skill, experience, and sincerity and time".

Judging from Hasibuan's definition (2008:94) above, this work performance is a combination of three important factors, namely:

- a. "A person's abilities and interests
- b. Ability and acceptance of task delegation
- c. The role and level of motivation of a worker "

The higher the three factors above, the greater the work performance of the employee concerned. Meanwhile, according to Mangkunegara (2002: 67) are: Work performance is "work results in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him".

**j. Factors Affecting Job Performance**

Factors that influence the achievement of work performance are ability factors and motivational factors. according to Mangkunegara (2002:67-68) the factors that influence work performance are:

**a. Capability Factor**

Psychologically the ability of employees consists of potential abilities (IQ) and reality abilities (Knowledge + skills). This means that employees who have an IQ above the average (IQ 110-120) with adequate education for their position and are skilled in doing their daily work, it will be easier for them to achieve the expected work performance.

**b. Motivational Factors**

Motivation is in the form of an employee's attitude in dealing with work situations. Motivation is a condition that drives employees who are directed to achieve organizational goals.

**k. Work Performance Indicators**

According to Hasibuan (2008: 95) who suggests indicators in work performance research, which consist of:

**1. Loyalty**

Employee loyalty to his work, position, and organization. This loyalty is reflected by the willingness of employees to protect and defend the organization inside and outside of work from undermining irresponsible people.

**2. Work Performance**

The results of both quality and quantity work that can be produced by the employee from his job description.

**3. Honesty**

Honesty in carrying out his duties fulfills his agreements, both for himself and for others.

**4. Discipline**

Discipline of employees in fulfilling existing regulations and doing their jobs according to the instructions given to them.

**5. Creativity**

The ability of employees to develop their creativity to complete their work.

**6. Cooperation**

Willingness of employees to participate and cooperate with other employees, so that their work results will be more effective.

**7. Leadership**

Ability to lead, influence, have a strong personality, be respected, have authority, and be able to motivate other people or subordinates to work effectively.

**8. Personality**

Attitude, behavior, politeness, cheerful, likeable, giving a pleasant impression, showing good attitude and a sympathetic and reasonable appearance from the employee.

**9. Initiative**

The ability to think nationally and based on one's own initiative to analyze, assess, create, give reasons, draw conclusions, and make decisions to resolve the problems it faces.

**10. Proficiency**

Employee skills in uniting and completing all involved in the preparation of company policies.

**11. Responsibilities**

The willingness of employees to be accountable for their work and results, the facilities and infrastructure they use, the behavior and work results of their subordinates.

**3. METHOD**

Every implementation of research is always dealing with the object under study either in the form of people, objects or events that can be used as a source of information. According to Sugiyono (2006: 115) population is "The area of generalization which consists of objects/subjects that have certain qualities and characteristics set by researchers to be studied and conclusions drawn". For this study, only



employees of PT. Bank Tabungan Negara (Persero) Tbk KCP Sibolga, totaling 22 (twenty two) employees, the number was taken from PT. Bank Tabungan Negara (Persero) Tbk KCP Sibolga

According to Sugiyono (2012: 131) states that the sample is "part or representative of the population studied". Arikunto (2006: 120) says that "For just an estimate then if the subject is less than 100, it is better to take all of them and if the number is more then just take 10-15% or 20-25%". Considering the population is below 100, then the writer takes all of the total population, namely as many as 22 (twenty two) employees as a sample.

#### a. Validity Test

Situmorang and Lufti (2012: 76) state that validity shows "the extent to which a measurement tool can measure what it wants to measure". To test the validity, it is done by correlating the score of the question items with the total score. Each item (item score) is seen for its correlation. right that customary or valid validity has high validity. "A valid item score if the correlation is  $\geq 0.3$  then the instrument item is declared valid or has good construct validity." (Azwar, 2007: 36).

#### b. Reliability Test

If a measuring device is used twice to measure the same symptoms and the measurement results obtained are relatively consistent, then the tool is reliable. According to Situmorang and Lufthi (2012:79) reliability is "an index that shows how far a measuring device can be trusted or reliable. Measuring reliability by means of Consistency Reliability, which contains the extent to which the instrument items are homogeneous and reflect the same construct as the underlying one. A construct or variable is said to be reliable if it gives a Cronbach Alpha value  $> 0.8$  very good reliability, high / convincing.  $0.7 < \text{Cronbach Alpha} < 0.8$  good reliability and Cronbach Alpha  $< 0.7$  less convincing. (Situmorang and Lufti, 2012: 82).

#### c. Multiple Linear Regression

To see the linear line between the influence of variable X and variable Y, a simple linear regression is used using the following formula:

$$Y = a + b_1X_1 + b_2X_2$$

Information :

Y = Work Performance Variable, a = Constant,  $b_1, b_2$  = Coefficient ( beta),  $X_1$  = Recruitment Variable,  $X_2$  = Placement Variable.

#### d. t- test (Hypothesis Test)

Furthermore, after knowing the value of the regression coefficient between variables X and Y, it is necessary to test the hypothesis using the t test formula.

#### e. F- Test (Anova)

The F statistical test was conducted to determine whether the independent variables included in the model have a significant effect on the dependent variable. The effect of the independent variable on the dependent variable was tested with a confidence interval of 95 or  $\alpha = 5\%$ .

## 4. RESULTS AND DISCUSSION

### 1) Uji Instrument

Based on the table data below, it can be seen that for each question item (VAR1-VAR 10), the corrected item from the r count is greater than 0.300 and to see external validity, the corrected item total correction value must be greater than the r table, namely 0.300. Thus all the questions above the above variables are declared valid and meet the requirements as a measurement variable for recruitment.

Table 1. Recruitment question item validity ( $X_1$ )

	Corrected Item-Total Correlation	r-table	Validitas
VAR00001	0,607	0.300	Valid
VAR00002	0,420	0.300	Valid
VAR00003	0,610	0.300	Valid
VAR00004	0,667	0.300	Valid
VAR00005	0,667	0.300	Valid
VAR00006	0,450	0.300	Valid
VAR00007	0,544	0.300	Valid

VAR00008	0,597	0.300	Valid
VAR00009	0,636	0.300	Valid
VAR00010	0,596	0.300	Valid

Based on the table data below, it can be seen that for each question item (VAR1-VAR 10), the corrected item has a calculated r value greater than 0.300 and to see external validity, the corrected item total correction value must be greater than r table (0.300). Thus all the questions above the above variables are declared valid and meet the requirements as a measuring tool for work placement variables

Table 2. Validity of job placement question items (X2)

	<b>Corrected Item-Total Correlation</b>	<b>r table</b>	<b>Validitas</b>
VAR00001	0,684	0,300	Valid
VAR00002	0,752	0,300	Valid
VAR00003	0,354	0,300	Valid
VAR00004	0,578	0,300	Valid
VAR00005	0,699	0,300	Valid
VAR00006	0,680	0,300	Valid
VAR00007	0,807	0,300	Valid
VAR00008	0,383	0,300	Valid
VAR00009	0,578	0,300	Valid
VAR00010	0,699	0,300	Valid

Based on the table data below, it can be seen that for each question item (VAR1-VAR 10), the corrected item has a calculated r value greater than 0.300 and to see external validity, the corrected item total correction value must be greater than r table (0.300). Thus all the questions above the variables above are declared valid and meet the requirements as a measuring tool for work performance variables.

Table 3. Validity of Job Performance Question Items (Y)

	<b>Corrected Item-Total Correlation</b>	<b>r tabel</b>	<b>Validitas</b>
VAR00001	0,655	0,300	Valid
VAR00002	0,658	0,300	Valid
VAR00003	0,533	0,300	Valid
VAR00004	0,483	0,300	Valid
VAR00005	0,537	0,300	Valid
VAR00006	0,771	0,300	Valid
VAR00007	0,639	0,300	Valid
VAR00008	0,605	0,300	Valid
VAR00009	0,573	0,300	Valid
VAR00010	0,676	0,300	Valid

Reliability Test Recruitment variables (X1), work placement (X2) and work performance (Y). After knowing all the questions are valid, it will be possible to test the reliability of the questionnaire. The results of the reliability test on the recruitment variable (X1) with employee morale can be seen in the following table:

Table 4. Variable Reliability Test

<b>No</b>	<b>Item</b>	<b>Cronbach's Alpha</b>	<b>N of Item</b>	<b>Ket</b>
1	Recruitment (X1)	,857	10	Reliable
2	Work placement (X2)	,888	10	Reliable
3	Work performance (Y)	,880	10	Reliable

Based on the reliability results on the recruitment variable (X1), work placement (X2) and work performance (Y) all show that the Cronbach Alpha value is above 0.8. (Situmorang, 2012: 82). This result means that the measuring instrument used meets the requirements that are reliable or reliable.

## 2) Regresi Linier Berganda

Furthermore, to determine the significant influence between variables X1, X2 and Y, it is performed by calculating multiple linear regression as follows:  
 $Y = a + b_1X_1 + b_2X_2$

Table 5. Output of regression coefficients and hypothesis testing (t test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.681	5.285		.318	.754
Recruitment	.293	.131	.314	2.246	.037
Work placement	.638	.137	.649	4.643	.000

a. Dependent Variable: Work performance

From the calculation of table 4.16 above, the regression equation is obtained as follows:  $Y = 1.681 + 0.293X_1 + 0.638X_2$ , this can be interpreted as follows:

1. The regression constant value is 1.681, indicating that in recruitment, work placement, with constant conditions or  $X = 0$ , the work performance of employees at PT. Bank Tabungan Negara (Persero) Tbk KCP Sibolga of 1.681.
2. X1 (Recruitment) has a regression coefficient of 0.293, which has a positive effect on Y (employee performance). This means that if it gets better with the assumption that other variables are constant, then this can increase employee performance at PT. Bank Tabungan Negara (Persero) Tbk KCP Sibolga.
3. X2 (work placement) has a regression coefficient of 638, which has a positive effect on Y (employee performance). This means that if X2 increases assuming other variables are constant, then this can increase employee performance at PT. Bank Tabungan Negara (Persero) Tbk KCP Sibolga.

### 3) Hypothesis Test (t test)

#### a. Recruitment Variables

After the regression coefficient values are known, the next step is to test the coefficients individually or partially. Hypothesis: There is a recruitment effect on employee performance at PT. Bank Tabungan Negara (Persero) Tbk KCP Sibolga.

##### 1). Testing steps

$H_0 = b_1 = 0$  means that there is no significant effect between the recruitment variables on the work performance of employees of PT. Bank Tabungan Negara (Persero) Tbk KCP Sibolga.

$H_a = b_1 \neq 0$  means that there is a significant influence between the recruitment variables on the work performance of employees of PT. Bank Tabungan Negara (Persero) Tbk KCP Sibolga

2) Conventional testing criteria found that at the error level  $\alpha = 0.025$  (two-tailed test) with  $df = 19$  (22-2-1) it is known that  $t_{table} = 2.09302$  and  $t_{count} = 2.246$ . Because  $t_{count} > t_{table}$ , the recruitment variable (X1) has a significant effect on employee performance, meaning  $H_0$  is rejected,  $H_a$  is accepted.

3) The SPSS testing criteria is by looking at the significance probability (P-value) = 0.037 or 3.7% less than 5% then  $H_0$  is rejected,  $H_a$  is accepted so that it can be said that the recruitment variable has a significant effect on employee performance at PT. Bank Tabungan Negara (Persero) Tbk KCP Sibolga, thus the proposed hypothesis is proven.

#### b. Job Placement Variable

After the regression coefficient values are known, the next step is to test the coefficients individually or partially. Hypothesis: There is an effect of work placement on employee performance at PT. Bank Tabungan Negara (Persero) Tbk KCP Sibolga.

##### 1). Testing steps

$H_0 = b_1 = 0$  means that there is no significant effect between the work placement variable on the work performance of employees of PT. Bank Tabungan Negara (Persero) Tbk KCP Sibolga.

$H_a = b_1 \neq 0$  means that there is a significant influence between the variables of work placement on the work performance of employees of PT. Bank Tabungan Negara (Persero) Tbk KCP Sibolga

3) Conventional testing criteria found that at the error level  $\alpha = 0.025$  (two-tailed test) with  $df = 19$  (22-2-1) it is known that  $t_{table} = 2.09302$  and  $t_{count} = 4.643$ . Because  $t_{count} > t_{table}$ , the work



placement variable (X2) has a significant effect on employee performance, meaning H0 is rejected, Ha is accepted.

- 4) The SPSS test criteria is by looking at the significance probability (P-value) = 0.000 or 0% less than 5% then H0 is rejected, Ha is accepted so that it can be said that the work placement variable has a significant effect on employee performance at PT. Bank Tabungan Negara (Persero) Tbk KCP Sibolga, thus the proposed hypothesis is proven.

#### 4) Simultaneous F-Test

This test is intended to find out the proposed hypothesis, namely: there is an influence between the variables of recruitment and work placement, positioned simultaneously on work performance at PT. Bank Tabungan Negara (Persero) Tbk KCP Sibolga.

Table 6. Simultaneous test results

ANOVA <sup>b</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	234.383	2	117.192	23.287	.000 <sup>a</sup>
Residual	95.617	19	5.032		
Total	330.000	21			

a. Predictors: (Constant), Recruitment, Work placement

b. Dependent Variable: Work performance

The F test is used to test the significance of the effect of variables X1 and X2 on variable Y.

- a. H0:  $b_1, b_2 = 0$  : This means that there is no significant effect of the recruitment and job placement variables simultaneously on employee performance at PT. Bank Tabungan Negara (Persero) Tbk KCP Sibolga.

Ha :  $b_1, b_2, \neq 0$  : This means that there is a significant effect of the recruitment and work placement variables on employee performance at PT. Bank Tabungan Negara (Persero) Tbk KCP Sibolga. Test criteria :

- 1) Conventionally at the real level = 0.05 with df numerator = 2 and df denominator = 19 (obtained from the results of df ,  $(n-k-1) = (22-2-1) = 19$  it is known that  $F_{table} = 3.52$  and  $F_{count} = 23.287$  Because  $F_{count} > F_{table}$ , then H0 is rejected, and Ha is accepted so that the recruitment and work placement variables have a significant effect on employee performance at PT Bank Tabungan Negara (Persero) Tbk KCP Sibolga,
- 2) In SPSS, that is by looking at the significance probability (P-value) = 0.000 or 0% less than 5% then H0 is rejected, Ha is accepted so that it can be said that the recruitment and work placement variables have a significant effect on employee performance at PT Bank Tabungan Negara (Persero) Tbk KCP Sibolga, thus the proposed hypothesis is proven.

#### 5. CONCLUSION

The results of the instrument test (questionnaire test) showed that the corrected item total correlation value was above the r table value of 0.300, which means that all of the three question items were declared valid so that they met the requirements as a measuring tool for recruitment variables (X1), work placement (X2) and work performance (Y). The results of the reliability test show that the Cronbach Alpha value obtained is above 0.8, so that all measuring instruments used on the three variables are declared reliable and meet the reliable requirements. The multiple linear regression equation obtained  $Y = 1.681 + 0.293X_1 + 0.638X_2$  which shows the positive effect of recruitment (X1) in improving employee performance will increase by the coefficient (0.293) if the recruitment variable (X1) is added to one unit. Work placement variable (X2) shows a positive effect on employee performance of 0.638 at PT. Bank Tabungan Negara (Persero) Tbk KCP Sibolga. A constant of 1.681 indicates that in recruitment, employee characteristics, with constant conditions or  $X = 0$ , the employee performance at PT. Bank Tabungan Negara (Persero) Tbk KCP Sibolga of 1.681. Based on the t test (hypothesis test) which was carried out by comparing the calculated t value with t table, it was found that the t calculated value was greater than t table, namely  $2.246 > 2.09302$ . Because t count is greater than t table and the probability value obtained is  $0.037 < 0.05$ , it can be concluded that there is a significant influence between recruitment (X1) on employee performance (Y) at PT. Bank Tabungan Negara (Persero) Tbk KCP Sibolga and the proposed hypothesis is accepted. For the hypothesis of the influence of the work placement variable (X2) on work performance (Y) employees at PT. Bank Tabungan Negara (Persero) Tbk KCP Sibolga is proven because t

count is 6.643 greater than t table 2.09302 or the probability value is  $0.000 > \alpha 0.05$  (5%) so it can be concluded that work placement (X2) has a significant effect on employee performance at PT. Bank Tabungan Negara (Persero) Tbk KCP Sibolga. Based on the F test, where F count is  $23.287 > F_{table}$  is 3.52 and the significance probability obtained is  $0.000 < \alpha 0.05$  so that the hypothesis proposed is that there is an effect of recruitment and work placement simultaneously on employee performance at PT. Bank Tabungan Negara (Persero) Tbk KCP Sibolga acceptable or significant.

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