


## The Effect of Recruitment, Job Placement and Job Training on the Performance of Employees of the Personnel and Human Resource Development Agency of Lamongan Regency

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Article Info	ABSTRACT
<p><b>Keywords:</b> Recruitment, Placement, Training and Employee Performance.</p>	<p>This study aims to determine the influence of recruitment, job placement and job training on the performance of employees of the Lamongan Regency Personnel and Human Resources Development Agency. The purpose of this study is to find out how the influence of recruitment, job placement and job training on employee performance, whether recruitment, job placement and job training have an influence on employee performance partially simultaneously and which variables are the most dominant affect employee performance. This study uses a quantitative method. The population and sample in this study amounted to 48 people, the data analysis methods used were: validity test, reliability test, multiple linear regression, multiple correlation, determination coefficient, t-test and F test. The results of (1) the t-test (Partial) have been found that the variables of recruitment, job placement, and job training have an effect and significant on the performance of employees of the Lamongan Regency Personnel and Human Resources Development Agency. (2) The results of the F (Simultaneous) test have a simultaneous effect and significance on the performance of the Employees of the Lamongan Regency Personnel and Human Resources Development Agency.</p>
<p>This is an open access article under the <a href="https://creativecommons.org/licenses/by-nc/4.0/">CC BY-NC</a> license</p> 	<p><b>Corresponding Author:</b> Laila Rahayu Gianti Master of Management Study Program, Postgraduate, Lamongan Islamic University lailarahayugianti@unisla.ac.id</p>

### INTRODUCTION

Human resource management or apparatus is one of the most important parts in achieving its goals and objectives. One of the keys to building professional human resources lies in the process of recruitment, job placement, and job training. There needs to be an effective selection process in the recruitment process, this is done to ensure equal distribution of employees and make the strength of human resources more balanced. Bohlander, (2010) stating that there are several individuals who are responsible for carrying out the recruitment process. Finding professional and qualified employees is not easy, and it is the organization's obligation to screen new employees.

Recruitment according to Siagian, (2015) is the process of finding and luring candidates for positions with the motivation, abilities, expertise, and knowledge necessary to correct errors in staffing planning. In the recruitment process, an effective selection process is needed

to provide a balance of employees so that the human resources owned become more balanced, because the recruitment process is very important for a company, according to Rivai, (2013)

According to Sastrohadiwiryo, (2022) states that job placement is the process of assigning tasks and jobs to workers who have passed the choice to work within a predetermined scope and are able to account for all risks and possible student development regarding their duties, jobs, authorities and responsibilities.

According to Dessler, (2016) Job training is a narrow concept of human resource management that involves activities that provide specific planned guidance (such as training on specific operating procedures) or skills training (such as task-related training, training plans, and other job introduction programs). The training itself is the process of forming and debriefing employees through improving their skills, abilities, knowledge and behavior, according to Kasmir, (2018) .

According to Mangkunegara, (2015) Performance is the result of work in terms of quality and quantity achieved by a person in carrying out his duties in accordance with the responsibilities given to him. Everyone who works with for the company should strive to achieve their goals. Good individual performance (Individual performance) with the performance of the institution (instutional performace) and the company's performance (corporate performance) according to Handoko T, (2016).

Recruitment, job placement, and job training are important parts of human resource management because they are directly related to the quality of employee performance. The right recruitment can help the organization get employees who are suitable for the needs of the position, while appropriate job placement can make it easier for employees to carry out tasks based on their abilities and competencies. In addition, job training is needed to improve employees' knowledge, skills, and readiness to face job demands. Research by Mulyadi et al. (2024) shows that selection, job placement, and recruitment have a relationship with performance, while Lahamade et al. (2024) found that recruitment and job training have an effect on employee performance. Thus, good recruitment, proper job placement, and job training as needed can support the improvement of employee performance at the Lamongan Regency Personnel and Human Resources Development Agency.

## RESEARCH METHODS

The method used in this study is a quantitative method with a descriptive approach. According to Sugiyono, (2015) The quantitative method is called the traditional method, because this method has been used for a long time so that it has been quite traditional as a method for research. According to Arikunto, (2010) Population is a generalized area consisting of objects/subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then conclusions are drawn. The population in this study is 48 people, the sample extraction technique in the study uses saturated samples that use all members of the population, which is as many as 48 people. The data collection method uses primary data and the data collection technique uses observation,

interviews and questionnaires. And the data analysis methods used are: validity test, reliability test, multiple linear regression analysis, multiple correlation, determination coefficient, t-test and F test.

## RESULTS AND DISCUSSION

### Validity Test

In this study, the researcher used a significant level of 5% or (0.05). The following is a table of validity test results:

**Table 1** Validity Test Results

Variabel	Statement items	Calculation	r <sub>table</sub>	Remarks
Recruitment (X1)	X1.1	0,820	0,284	Valid
	X1.2	0,879	0,284	Valid
	X1.3	0,844	0,284	Valid
	X1.4	0,843	0,284	Valid
	X1.5	0,742	0,284	Valid
	X1.6	0,888	0,284	Valid
Work Placement (X2)	X2.1	0,962	0,284	Valid
	X2.2	0,964	0,284	Valid
	X2.3	0,929	0,284	Valid
Job Training (X3)	X3.1	0,797	0,284	Valid
	X3.2	0,878	0,284	Valid
	X3.3	0,806	0,284	Valid
	X3.4	0,862	0,284	Valid
Employee Performance (Y)	Y1	0,510	0,284	Valid
	Y2	0,623	0,284	Valid
	Y3	0,544	0,284	Valid
	Y4	0,718	0,284	Valid
	Y5	0,766	0,284	Valid

Source : SPSS 20 Output Results

Based on the results of Table 1, it shows that all indicators or question items of each variable in this study have a calculation of  $> r_{table}$ , namely at a significant level of 5% ( $\alpha = 0.05$ ) and ( $n = 48-2$ ), then the  $r_{table}$  is obtained of 0.284 which means that all indicators of each variable are valid.

### Reliability Test

The reliability test used in this study was the Cronbrach Alpha value. The results of the reliability test for each variable can be seen in the table:

**Table 2** Reliability Test Results

Variabel	Coefficin Alpha	Reliability Standards	Remarks
Recruitment (X1)	0,805	0,6	Reliabel
Work Placement (X2)	0,877	0,6	Reliabel

Variabel	Coeficin Alpha	Reliability Standards	Remarks
Job Training (X3)	0,825	0,6	Reliabel
Employee Performance (Y)	0,750	0,6	Reliabel

Source : SPSS 20 Output Results

Based on the results of Table 2, it is known that the Cronbrach Alpha number for the recruitment variable is 0.805, the job placement variable is 0.877, the job training variable is 0.825, and the employee performance variable is 0.750. So the Cronbrach Alpha value of the four variables used in this study is greater than the minimum Cronbrach Alpha value of 0.6. Thus, it can be concluded that the statements in this questionnaire are reliable.

### Multiple Linear Regression Analysis

Table 3 Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Say.
	B	Std. Error	Beta		
1 (Constant)	-.456	.798		-.571	.571
Recruitment	.078	.024	.111	3.193	.003
Work Placement	.878	.053	.707	16.649	.000
Job Training	.440	.065	.270	6.760	.000

a. Dependent Variable: Employee Performance

Source : SPSS 20 Output Results

Based on the results of the regression calculation in Table 3, the following regression equations are obtained:

$$Y = a + b_{1X1} + b_{2X2} + b_{3X3} + e$$

From the regression equation, it can be concluded that:

$\alpha = -0.456$ , is a constant value which means that if Recruitment (X1), Job Placement (X2) and Job Training (X3) are equal to zero (0), then Employee Performance (Y) decreases by 0.456.

$\beta_1 = 0.078$ , is the value of the regression coefficient of the recruitment variable, if the Recruitment (X1) is increased by 1 unit, then the Employee Performance (Y), will increase by 0.078 assuming [ the other influencing variables, namely a and X2 and X3 are considered constant.

$\beta_2 = 0.878$ , is the value of the regression coefficient of Work Placement (X2) which means that if Work Placement (X2) is increased by 1 unit, then Employee Performance (Y) will increase by 0.878 assuming other influencing variables, namely a, X1 and X3 are considered constant.

$\beta_3 = 0.440$ , is the value of the regression coefficient of Job Training (X3) which means that if Job Training (X3) is increased by 1 unit, then Employee Performance (Y) will increase by 0.440 assuming other variables that affect a, X1 and X2 are considered constant.

The results showed the regression coefficient values of recruitment (0.078), job placement (0.878), and job training (0.440). Therefore, Job Placement (X2) is the dominant variable for Employee Performance.

### Multiple Correlation Test

To find out the results of the multiple correlation test carried out using the SPSS 20 program, it can be seen from the following table:

**Table 4** Multiple Correlation Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.982a	.964	.962	.521

Source : SPSS 20 Output Results

The results of the analysis obtained in table 4.11 are known that the R obtained is 0.982, which means that there is a very strong relationship between the variables of Recruitment (X1), Job Placement (X2), and Job Training (X3) on Employee Performance (Y) at the Lamongan Regency Personnel and Human Resources Development Agency.

### Coefficient of Determination (R<sup>2</sup>)

The determination coefficient test can be seen in the table below:

**Table 5** Determination Coefficient Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.982a	.964	.962	.521

Source : SPSS 20 Output Results

It can be seen that the regression calculation can be found that the determination coefficient obtained is 0.9614, this means that 96.4% of the variables are recruitment, job placement and job training, while the remaining 3.6% are influenced by other factors that were not included in this study.

### T test

**Table 6** Test Results t

Model		Unstandardized Coefficients		Standardized Coefficients	T	Say.
		B	Std. Error	Beta		
1	(Constant)	-.456	.798		-.571	.571
	Recruitment	.078	.024	.111	3.193	.003
	Work Placement	.878	.053	.707	16.649	.000
	Job Training	.440	.065	.270	6.760	.000

Source : SPSS 20 Output Results

Based on table 6, the influence of each variable can be known as follows:

- The value of the recruitment variable was (3.193) and the ttable value (2.012), then the ttable > (3.193 > 2.012) with a significant value (0.003 < 0.05), so it was concluded that the recruitment variable had a partial effect and significance on the performance of employees of the Lamongan Regency Personnel and Human Resources Development Agency.
- The value of the variable of job placement is (16.649) and the value of the table (2.012), then the calculation of the ttable > (16.649 > 2.012) with a significant value

( $0.000 < 0.05$ ), so it is concluded that the variable of job placement has a partial effect and significance on the performance of employees of the Lamongan Regency Personnel and Human Resources Development Agency.

- c. The value of the recruitment variable was (6.760) and the value of the table (2.012), then the  $t_{table} > (3.193 > 2.012)$  with a significant value ( $0.000 < 0.05$ ), so it was concluded that the job training variable had a partial effect and significance on the performance of employees of the Lamongan Regency Personnel and Human Resources Development Agency.

### Test F

Table 7 F Test Results

Model	Sum of Squares	df	Mean Square	F	Say.
1 Regression	320.983	3	106.994	393.838	.000b
Residual	11.954	44	.272		
Total	332.937	47			

Source : SPSS 20 Output Results

The results of the analysis obtained  $F_{cal}$  of 393.838 while  $F_{table}$  2.82, so the assumption was obtained that  $H_0$  was rejected and  $H_a$  was accepted. So it was tested that simultaneously there was a significant influence between the variables of recruitment, job placement and job training on the performance of employees of the Lamongan Regency Personnel and Human Resources Development Agency.

### CONCLUSION

Based on the results of the research on the effect of recruitment, job placement and job training on the performance of employees of the Lamongan Regency Personnel and Human Resources Development Agency, the following conclusions were obtained:

1. The variables of recruitment (X1), job placement (X2) and job training (X3) have a partial effect on the performance of employees of the Lamongan Regency Personnel and Human Resources Development Agency.
2. The variables of recruitment (X1), job placement (X2) and job training (X3) have a simultaneous effect on the performance of employees of the Lamongan Regency Personnel and Human Resources Development Agency.
3. The variable that has the most dominant influence on employee performance is job placement (X2) with a standard beta coefficient value of 0.878.

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