

THE INFLUENCE OF HR COMPETENCE, RECRUITMENT PROCESS AND JOB PLACEMENT ON THE PERFORMANCE OF EMPLOYEES AT PMI BRANCH, JEMBER DISTRICT

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Abstract.

This research was conducted on all employees of PMI Jember Regency Branch. This study aims to determine the effect of HR competence, recruitment process and job placement on the performance of PMI Jember Regency employees. In this study, data were collected by means of observation, interviews and questionnaires to 72 respondents using a census technique, which aims to determine the respondents' perceptions of each variable. The analysis used includes descriptive statistical analysis, data instrument testing (validity test, and reliability test), multiple linear regression analysis, classical assumption test (normality test, multicollinearity test, heteroscedasticity test), and hypothesis testing (t test and coefficient of determination). From the results of the analysis using regression, it can be seen that the HR competency variables, the recruitment process and job placement, all have a positive effect on employee performance. From the t-test, the results of HR competence, recruitment process and job placement have a significant effect on employee performance.

Keywords: HR competence, recruitment process, job placement and employee performance.

1. INTRODUCTION

The Community Health Center as a public sector organization that serves the health sector cannot be separated from public assessments which are increasingly critical of their performance [1]. The success of these agencies is influenced by several factors, one important factor is human resources. Agencies are required to create high employee performance for the progress of the agency itself, this is supported by employees who have good performance. agencies must be able to build and improve performance in the work environment [2]. Rivai suggests employee performance, namely the work of a person or group as a whole carrying out tasks and work so that they are in accordance with their responsibilities [3].

Spencer in Moeheriono explains that if competence is adjusted to the field of work required by the agency, it can produce outstanding employee performance. The more competencies considered in the human resource process will improve good organizational performance, as well as the need to assess and develop the workforce [4]. In essence, competence is needed to help organizations to create a high performance culture. The number of competencies used by human resources will improve performance [5].

One of the ways companies get employees who produce high levels of performance is to pay attention to the recruitment process. Companies are required to look for prospective employees who are in accordance with the qualifications set by the company so that they are able to carry out the tasks that will be given at work [6]. Recruitment is a process of gathering a number of applicants who have the qualifications that are in accordance with what the company needs, to be employed in the company. The benefit of recruitment is that it has a function as the Right Man on The Right Place, where this becomes a guideline for managers in placing the workforce in their company. Recruitment is a series of activities to find and attract job applicants with the necessary motivation, abilities, skills and knowledge to cover deficiencies identified in staffing planning [2].

Job placement is a follow-up to the selection, namely placing prospective employees who are accepted (passing selection) in positions or jobs that require them and at the same time delegating authority to that person. This placement must be based on the job description and job specifications that have been determined and guided by the principle of placing the right people in the right places and placing the right people for the right positions or "the right man in the right place and the right man behind the right job". Performance and placement of employees is very influential on the achievement of company goals. If the placement of employees is in accordance with their expertise, the employee's performance will be maximized so that company goals can be achieved [6].

Apart from hospitals and health centers, another health agency that provides health services is PMI. The Indonesian Red Cross (PMI) is a non-profit non-governmental organization engaged in social humanity. PMI confirmed itself as the only national association of the Red Cross in Indonesia. PMI Jember Regency which is located at Jalan Jawa number 57 Summersari Jember. The Indonesian Red Cross is a humanitarian organization engaged in health, disaster response and community service. Services at PMI are health services to social services in the form of goods and services to the community. Service units in PMI Jember Regency consist of: Blood Transfusion Unit (UTD), Polyclinic Unit, Ambulance Unit, Education and Training Unit, Health Service Unit, and Social Service Unit.

PMI Jember Regency Branch has 72 employees with the task of providing health services, which are supported by human resource competencies. According to Sedarmayanti says that competence is closer to the ability or capability that is applied

and produces employees or leaders or officials who show maximum performance is called having competence. This means that First, competence is a combination of knowledge, skills, and behavior to improve performance. Second, a strong indicator of competence here is an increase in performance to a good or very good level. Third, combination and behavior are capital to produce performance [7].

Based on the report on the results of the assessment data that has been carried out on the employee competencies above, it can be seen that in 2018-2020 there were no employees who won K1 competency positions, namely very good competence overall, and then employees with K2 competencies from 2018-2020 experienced decreased, then in 2018 and 2020 it decreased because there were employees who achieved a K3 competency score with a greater percentage and there were even employees with K4 competencies, which means that the competencies possessed by employees still need to be further developed in order to be able to own and achieve the resources competent human beings and produce performance according to company expectations.

Based on the results of observations and interviews conducted, deviations occurred in the recruitment process where the company focused too much on one method of recruitment as a whole, which can be seen from the results of the recruitment, because the prospective employee has a close relationship with the management or employees of the agency. The right placement process is not enough to support employee performance, instead it requires experience to support the job. This can be seen in the placement of inexperienced employees in quality control positions, even though this position should be given to employees who already have high experience and know the ins and outs of the organization. Employees who have high experience can foster cooperation in the learning process where this can affect the performance of employees. Employees with low quality experience tend to be dissatisfied with their jobs, less committed to the organization and more contemplating leaving the organization. As an employee who is equipped with a lot of experience will enable employees to realize good performance and vice versa if they are not experienced enough in carrying out their duties, someone will most likely experience failure.

In the pre-research/survey, the authors obtained data from the PMI Jember Regency Branch that there were several different performance appraisal scores indicating that employee performance was still fluctuating. There are several different performance appraisal scores, the authors found indications that there was a decrease in employee performance at PMI Employees in the Jember Regency Branch.

The performance of PMI employees in the Jember Regency Branch is still lacking in terms of value even though in reality there are still some employees who are classified as having good performance scores. If this is allowed, of course there will be a possibility that its performance will decrease in the future. Performance is an activity of managing organizational resources to achieve organizational goals. Performance indicators are aspects that serve as measurements in assessing performance. Performance measurement is very necessary because it will be beneficial for many parties and become a benchmark

in assessing employee performance. In this case the PMI Jember Regency Branch assesses performance based on the error rate, the amount of work produced, the use of time at work, absenteeism, tardiness, and collaboration with other people at work.

Based on the explanation of the background of the problem above, the formulation of the problem obtained is Does HR competency, the recruitment process and work placement affect the performance of PMI employees at the Jember Regency Branch? While the purpose of this study is to find out and analyze the influence of HR competence, the recruitment process and work placement on the performance of PMI employees at the Jember Regency Branch.

II. METHODS

In designing a study, it is known as exploratory and conclusive research, where conclusive research can be further classified into descriptive and causal research. When viewed from the variables, namely the independent and dependent variables, this research is a causality research. Causality research aims to measure the strength of the relationship between two or more variables, as well as indicate the direction of the relationship between the independent and dependent variables. In other words, causality research questions causal problems [8].

The population in this study were all PMI Jember Branch employees, totaling 72 employees. The sampling technique uses a saturated sampling technique because the population is relatively small. So that the sample used in this study amounted to 72 people. Data collection techniques used in this study are as follows:

1. Observation

If interviews and questionnaires always communicate with people, then observations are not limited to people, but also other natural objects [9].

2. Interview

Interviews are used as a data collection technique if the researcher wants to conduct a preliminary study to find problems that must be studied and also if the researcher wants to know things from respondents that are more in-depth [9].

3. Questionnaire

Questionnaires can be in the form of closed or open statements, can be given to respondents directly or sent via post or the internet [9].

Quantitative analysis is an analytical method with numbers that can be counted or measured. Quantitative analysis is intended to quantitatively estimate the magnitude of the effect of changes in one or several other events, using statistical analysis tools. The following is a test conducted to help find answers to the formulated problems.

1. Multiple Linear Regression Analysis

To find out or measure the intensity of the relationship between the dependent variable (Y) and several independent variables (X), the type of analysis used is multiple regression analysis [10].

2. Partial Test (t test)

The t test is used to test the constant significance of each independent variable, whether the independent variable really has a partial (separate) effect on the dependent variable, namely customer loyalty (Y) [10].

3. Coefficient of Determination (R²)

The coefficient of determination (R²) essentially measures how far the model's ability to explain variations in the dependent variable [10].

III. RESULT AND DISCUSSION

Regression analysis is used to test the hypothesis about the partial effect of the independent variables on the dependent variable. Based on the estimation of multiple linear regression with the SPSS version 23.0 program, the following results are obtained:

Tab. 1. Multiple Linear Regression Analysis

No	Variable	Regression Coefficient
1	Constant	3,889
2	HR Competence (X ₁)	0,352
3	Recruitment Process (X ₂)	0,371
4	Work Placement (X ₃)	0,487

Source: Data Processed 2022

Based on table 1, it can be seen that the regression equation formed is:

$$Y = 3.889 + 0.352 X_1 + 0.371 X_2 + 0.487 X_3$$

From this equation it can be interpreted that:

1. Constant = 3.889 indicates the amount of employee performance is 3.889 units when HR competencies, recruitment processes and work placements are equal to zero.
2. $\beta_1 = 0.352$ means that an increase in HR competence per unit will increase employee performance by 0.352 units if the recruitment process and work placement equal zero.
3. $\beta_2 = 0.371$ means that an increase in the recruitment process per unit will increase employee performance by 0.371 units if HR competencies and work placements equal zero.
4. $\beta_3 = 0.487$ means that an increase in job placement per unit will increase employee performance by 0.487 units if HR competencies and the recruitment process are equal to zero.

The hypothesis in this study was tested for validity by using a partial test. The test is carried out by looking at the t-count statistic with the t-table statistical value and the significance level (p-value). If the significance level resulting from the calculation is below 0.05, the hypothesis is accepted. hypothesis is rejected.

Tab. 2. Test Results t

No	Variable	Significance Count
1	HR Competence	0,000
2	Recruitment Process	0,002
3	Work Placements	0,000

Source: Data Processed 2022

From table 2, it is known that the comparison between the significance level and the significance table is as follows:

1. The results of the HR competency test have a calculated significance value of 0.000 and less than 0.05, which means that the HR competency hypothesis has an influence on employee performance is accepted.
2. The test results of the recruitment process have a significance value of 0.002 and less than 0.05, which means that the hypothesis of the recruitment process has an influence on employee performance is accepted.
3. The results of the work placement test have a significance value of 0.000 and less than 0.05, which means that the work placement hypothesis has an influence on employee performance is accepted.

The coefficient of determination is a quantity that shows the variation in the dependent variable that can be explained by the independent variable. In other words, the coefficient of determination is used to measure how far the independent variables explain the dependent variable.

Tab. 3. Test of the Coefficient of Determination

No	Criteria	Coefficient
1	<i>R</i>	0,944
2	<i>R Square</i>	0,892
3	<i>Adjusted R Square</i>	0,887

Source: Data Processed 2022

The results of the regression calculation in table 3 can be seen that the coefficient of determination obtained is 0.887. This means that 88.7% of the variation in employee performance variables can be explained by HR competencies, recruitment processes and work placements, while the remaining 0.113 or 11.3% is explained by other variables not proposed in this study such as work environment, workload and work motivation.

Through the results of the calculations that have been carried out, a significance level of 0.000 and less than 0.05 is obtained, which means that the hypothesis stating that HR competence has an effect on employee performance is accepted. This statistical test proves that there is an influence of HR competence on employee performance. This means that competence is the basis of people's characteristics and is related to the effectiveness of individual performance in their work and is one of the most important

factors in achieving agency goals. Determination of the level of competence is needed in order to know the level of achievement expected for the good or average category. Determining the required competencies will certainly be used as a basis for evaluating employee performance.

Employee competence can provide results in accordance with the goals and objectives of the institution with predetermined performance standards. Competence concerns the authority of each individual to carry out tasks or make decisions according to their role in institutions that are relevant to their expertise, knowledge and abilities [5]. This statement is in line with the results of Callista's research, namely HR competence affects employee performance [11]. According to the results of Rohman's research it was found that HR competencies affect employee performance [12]. Fadhil's research also states that there is an effect of HR competence on employee performance and is in accordance with the hypothesis proposed, namely HR competence has an effect on employee performance [13].

Based on the results of data processing that has been done, a significance level of 0.002 and less than 0.05 is obtained, which means that the hypothesis stating that the recruitment process has a positive and significant effect on employee performance is accepted. This statistical test proves that there is a positive and significant effect of the recruitment process on employee performance. This means that the company is required to look for prospective employees who are in accordance with the qualifications set by the company so that they are able to carry out the tasks that will be given in the job. If the recruitment process is not paid attention to properly, it will raise the possibility that the employee will not be able to carry out the tasks assigned properly.

Recruitment is the process of seeking, finding and attracting applicants to be employed in an organization. This process begins when applicants are sought and ends when their applications are submitted. The result is a set of applicants for new employee candidates to be selected and selected [2]. Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. In this case recruitment is very closely related to performance, because recruitment itself is a process of finding human resources that match the company. Where, in recruiting employees, of course, every company already has its own criteria for getting employees who are in accordance with the vision and mission of the company and of course it can be expected to produce appropriate performance [14]. This statement is in line with the results of research by Poernomo & Hartono, namely the Recruitment Process affects employee performance [15]. According to the research results of Akmal & Hariyanti the results show that the recruitment process affects employee performance [16]. Research by Potale et al also

states that there is an effect of the recruitment process on employee performance [17] and is in accordance with the hypothesis proposed, namely the recruitment process has an effect on employee performance.

Based on the SPSS calculation results described in table 1, it shows that the significance level is 0.000 and less than 0.05, which means that the hypothesis stating that work placement has a positive and significant effect on employee performance is accepted. This statistical test proves that there is a positive and significant effect of work placement on employee performance. This means that each agency must be able to select and determine competent employees to fill vacant positions so that the main tasks in that position can be carried out. For this reason, workers who have the ability according to the position that will be their responsibility must be obtained. In other words, the candidates who are placed must have the necessary competencies to be able to carry out work in a position effectively and efficiently.

According to Badriyah, work placement is carried out with the aim of providing the right job to the right employee so that the work he does can be completed effectively and efficiently, besides that work placement is carried out so that employees get a place that makes them comfortable to work so that the employee's performance can increase. Placing employees in the right position so that employees can feel comfortable at work. If the placement of employees in the wrong position is feared it will cause various problems for the agency which impact on employee performance. Besides that, failure in the placement of employees will affect the results of employee work which will then become an obstacle in the process of achieving agency goals. Placement that is done correctly or precisely and according to needs can avoid difficulties in achieving maximum work results [18]. This statement is in line with the results of Aldy's research, namely work placement affects employee performance [19]. According to the results of research by Devi et al, the results show that work placement affects employee performance [20]. Research by Muaja et al [21] and Cahyanti & Nugroho [22] also states that there is an effect of work placement on employee performance and is in accordance with the hypothesis proposed, namely work placement has an effect on employee performance.

IV. CONCLUSION

Based on the data analysis and discussion that has been described, it can be concluded that HR competence has a significant effect on employee performance. The results of this finding mean that the better the competence of HR, the better the performance of employees. The second result is that the recruitment process has a significant effect on employee performance. The results of these findings mean that the

better the recruitment process will improve employee performance. The final result is that work placement has a significant effect on employee performance. The results of this finding mean that the better the work placement, the better the employee's performance.

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