

THE EFFECT OF EMPLOYEE RECRUITMENT AND PLACEMENT ON EMPLOYEE PERFORMANCE AT PT BANK MEGA SYARIAH MATARAM BRANCH OFFICE

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ABSTRACT: The company realizes that human resources are the basic capital to achieve the company's goals, including in the banking sector. Company management must be able to understand the best way to manage its employees so that it has an impact on improving its performance. Therefore, the purpose of this study is to determine the effect of recruitment and placement of employees on employee performance at PT Bank Mega Syariah Mataram Branch Office. This study uses a quantitative research type with an associative approach. The population used in this study were all employees of Bank Mega Syariah Mataram Branch Office totaling 40 respondents and the sample used in this study was 40 respondents using a saturated sampling technique. The data collection technique was carried out using a questionnaire method and to test the validity of the data was carried out with validity and reliability tests. The next data analysis technique was carried out with the classical assumption test, multiple linear regression test, coefficient of determination test, T test and F test. The results of this study are: 1) Recruitment has a significant effect on employee performance with a $t_{\text{count}} 2,899 > t_{\text{table}} 2.026$ and a significant value of $0.006 < 0.05$. This means that recruitment has a partial significant effect. 2) Employee placement does not significantly affect employee performance with a $t\text{-value of}_{\text{count}} 1.373 < t_{\text{table}} 2.026$ and a significant value of $0.178 > 0.05$. This means that employee placement has no significant effect on employee performance. 3) Employee recruitment and placement significantly influence employee performance, as indicated by the large F value $_{\text{count}} 33,971 > F_{\text{table}} 3.252$. This means that simultaneous recruitment and placement of employees have a significant impact.

SayKey: Recruitment, Employee Placement, Employee Performance

ABSTRAK: Perusahaan menyadari bahwa sumber daya manusia merupakan modal dasar untuk mencapai tujuan perusahaan, termasuk di bidang perbankan. Manajemen perusahaan harus mampu memahami cara terbaik dalam mengelola

karyawannya sehingga berdampak pada peningkatan kinerjanya. Sehingga tujuan dari penelitian ini untuk mengetahui pengaruh rekrutmen dan penempatan karyawan terhadap kinerja karyawan di PT Bank Mega Syariah Kantor Cabang Mataram. Penelitian ini menggunakan jenis penelitian kuantitatif dengan pendekatan asosiatif. Populasi yang digunakan dalam penelitian ini adalah keseluruhan karyawan Bank Mega Syariah Kantor Cabang Mataram berjumlah 40 responden dan sampel yang digunakan dalam penelitian ini adalah 40 responden dengan menggunakan teknik sampling jenuh. Teknik pengumpulan data dilakukan dengan menggunakan metode angket dan untuk menguji keabsahan data dilakukan dengan uji validitas dan reliabilitas. Teknik analisis data selanjutnya dilakukan uji asumsi klasik, uji regresi linier berganda, uji koefisien determinasi, uji T dan uji F. Hasil penelitian ini adalah: 1) Rekrutmen berpengaruh secara signifikan terhadap kinerja karyawan dengan nilai $t_{hitung} 2.899 > t_{tabel} 2.026$ dan nilai signifikan $0.006 < 0.05$. Artinya rekrutmen secara parsial berpengaruh signifikan. 2) Penempatan karyawan tidak berpengaruh secara signifikan terhadap kinerja karyawan dengan nilai $t_{hitung} 1.373 < t_{tabel} 2.026$ dan nilai signifikan $0.178 > 0.05$. Artinya penempatan karyawan secara parsial tidak berpengaruh signifikan. 3) Rekrutmen dan penempatan karyawan berpengaruh secara signifikan terhadap kinerja karyawan yang ditunjukkan dengan besarnya nilai $F_{hitung} 33.971 > F_{tabel} 3.252$. Artinya rekrutmen dan penempatan karyawan secara simultan berpengaruh signifikan.

Kata Kunci: Rekrutmen, Penempatan Karyawan, Kinerja Karyawan

A. INTRODUCTION

Human resource management is a movement to recognize the importance of the human element as a potential resource that needs to be developed so that it can provide maximum contributions to the company and its development. The quality of human resources is inseparable from the work of professional employees, so it is hoped that high-quality human resources will emerge from professionals who possess the expertise used to assess and shape their self-image. The success of an organization is determined by the increasingly high quality of human resource management. This is a challenge for human resource management in facing the increasing diversity of human resources. (Bukit, et al; 2017).

A company's successful growth relies heavily on the productivity of its workforce. Professional human resource management is expected to ensure employees are productive, starting with recruitment, selection, classification, and placement based on their abilities, as well as career development and development. The next step a company or organization must take after planning its workforce needs through analysis, descriptive analysis, and job specifications is to identify potential candidates for the desired positions, a process known as recruitment.

Recruitment is the process of searching for, finding, and attracting applicants for employment within a company. The purpose of recruitment is to obtain as large a pool of potential applicants as possible so that the organization has a greater opportunity to select employees who meet the organization's qualification standards (Rohman, 2017). The recruitment process begins when a company needs workers and opens a vacancy until it finds the desired employee candidate or one who meets the qualifications based on the existing position or job openings required by the company. The result of the recruitment process is a certain number of workers who will go through a selection process, such as the process of determining certain candidates who are suitable to fill certain positions available in the company based on their abilities, depending on the results of tests and interviews that have been conducted. The success of a company is reflected in the optimal performance of its employees. Therefore, in a company, recruitment is an important initial process that helps managers place them in their positions.

Employee recruitment must be carried out selectively to produce quality employees. Therefore, it can be said that the more effective the recruitment process, the greater the bank's chances of securing the desired personnel. Recruitment must be carried out precisely and according to needs to avoid difficulties in finding and training employees. A company's success is demonstrated by the optimal work efficiency of its employees. Therefore, within

a company, recruitment is a crucial initial process in helping managers place employees in their positions.

Placement is the next step in the recruitment process for new employees. Placement is the action taken by the company after recruitment, with the goal of ensuring new employees can occupy positions suited to their personal abilities. Placement is the process of assigning tasks to employees who pass the selection process for ongoing implementation. Placement is the assignment or reassignment of an employee to a new job (Mangkuprawira, 2014).). The authority and responsibility assigned to the employee are equal to the assigned portion and composition, and they are responsible for all potential risks arising from their duties and work. Proper job placement is a way to optimize an employee's abilities and skills in carrying out their own work. Being placed in the right job is not only a company's dream but also the employee's desire, ensuring they understand the scope of their assigned work.

Rational considerations in personnel decision-making are based on factual information and data deemed representative. This means that job decisions are based on managerial selection. Companies recognize that human resources are the fundamental capital needed to achieve corporate goals, including in the banking sector. Company management must understand the best ways to manage its employees to improve their performance.

Performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkuprawira, 2014).).Performance is the results obtained by an organization, whether profit-oriented or non-profit-oriented, over a period of time (Fahmi, 2016). Tasks assigned to employees must be carried out optimally and without violating Sharia law. From an Islamic perspective, performance is a means of livelihood and an activity that plays a vital role in social life. Work is encouraged by religion, and work is often used as a standard for evaluating

individuals. According to Islamic teachings, every person should be independent in meeting their basic needs by striving and working hard, even when it is difficult. It is recognized that employees can work voluntarily or perform well by setting performance standards as a benchmark for employee performance achievement. Good performance will help a company easily achieve its goals. Every bank expects qualified employees to achieve performance that meets company expectations, including Bank Mega Syariah, one of Indonesia's banking institutions. Good performance standards must be realistic, measurable, and clearly understood to benefit both the organization and employees. Performance standards must be established before work begins. Clearly defined performance standards ensure everyone involved in the organization's work knows the expected level of performance (Abdullah, 2014).

The research results written by Putri Suryani concluded that recruitment has a positive and significant impact on employee performance because the recruitment process is the first step in finding and finding qualified candidates who meet the company's expectations. Bank Mega Syariah is one of the Islamic banks that operates using Islamic principles and has a variety of products and services to meet customer needs. Bank Mega Syariah has branch offices throughout Indonesia, one of which is in the city of Mataram, West Nusa Tenggara Province, with the vision of "Growing and Prospering Together with the Nation." Thus, Bank Mega Syariah will be able to provide the best service in facing increasingly tight and competitive competition in the national banking industry. Therefore, Bank Mega Syariah Mataram branch will always optimize the quality of its human resources. Because it is expected that with good employees, Bank Mega Syariah Mataram branch can develop the Islamic economy through synergy with all stakeholders.

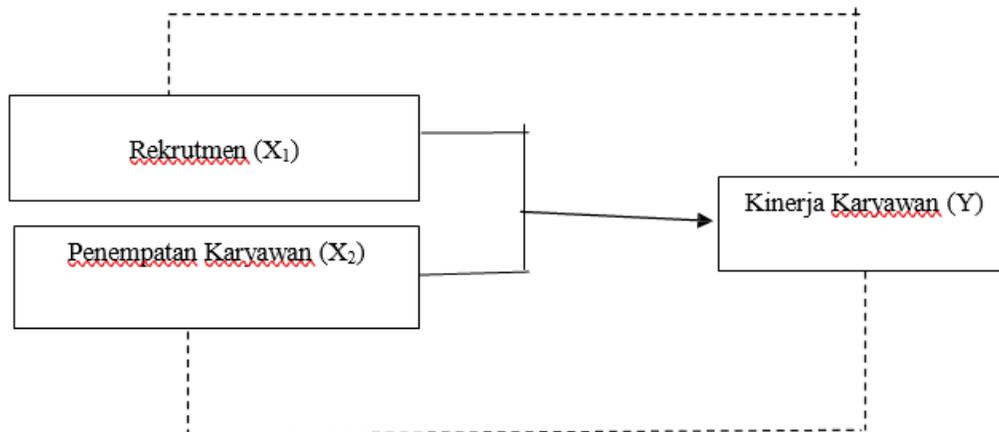
B. METHODS

This study uses a quantitative research type with an associative approach. Research with an associative approach is a research problem formulation that asks about the relationship between two or more variables (Sugiyono, 2013). Meanwhile, the approach used in this study is quantitative research. Quantitative research is research that uses data analysis in the form of numbers. The purpose of quantitative research is to develop and use mathematical models, theories, and/or hypotheses related to the phenomena being investigated by the researcher (Suryani and Hendryadi, 2016). This type of research was chosen to determine the effect of employee recruitment and placement on employee performance. The framework of this study is as follows, with explanations:

X1: Recruitment

X2: Employee Placement

Y : Employee performance



C. RESULTS AND DISCUSSION

1. Recruitment influencen on employee performance at Bank Mega Syariah Mataram Branch Office

ReRecruitment is the process of obtaining a number of qualified prospective employees for key positions or jobs within a company. This means that

recruitment is the initial step in accepting someone to be employed by the company (Badriyah, 2017). The recruitment process is the earliest stage and also the most decisive for the success of the company where the employee works, because basically employees are the most important factor in a company. The better the recruitment process is implemented, the better the human resources produced. Recruitment must be carried out selectively in order to produce quality employees. Thus, it can be said that the more effective the recruitment process is implemented, the greater the possibility of getting the employees desired by the Bank.

Results This study shows that the Recruitment variable has a t-value of 2.899 with a significance value of 0.006, which is smaller than 0.05 ($0.006 < 0.05$). Based on the results of the data analysis above, the recruitment test obtained a t-value of 2.899. $(2.899) > t_{table}(2.026)$ so that hypothesis H₀ is rejected and H_a is accepted. Therefore, it can be concluded that there is a positive and significant influence between recruitment and employee performance. This indicates that better recruitment implementation will further improve employee performance at Bank Mega Syariah Mataram Branch Office.

Dari questionnaire statement number 5 on the results of the data of the recruitment respondent indicator instrument (X₁) which is one of the factors that influence recruitment has a positive and significant effect on employee performance with the statement I know the information on vacant positions placed according to educational background, getting questionnaire answers with a total number of processed answers of 155 which if calculated $155 : 40$ (number of respondents) becomes 3,875. This certainly leads to prospective employees who have the appropriate educational background to fill vacant positions. So for researchers the form of recruitment is like a series of activities to attract applicants who have certain qualifications in personnel planning, so as to find the background behindg which is a problem in this

research is in line with placing employees according to their educational background.

Results This test is in line with the research results of Suryani (2019), which stated that the recruitment variables studied significantly influenced the performance of BNI Syariah Banda Aceh Branch Office employees. This test result is also relevant to the research results of Anshori (2019), which found that recruitment significantly influenced employee performance.

Perbe The differences in this study lie in the research location, the number of variables used, and the focus of the research. These similarities arise because the objects studied, in terms of samples and business types, are similar, as are the research methods used. Based on the findings above, it can be concluded that the recruitment variable influences employee performance at PT Bank Mega Syariah Mataram Branch Office.

2. The Influence of Employee Placement on Employee Performance at Bank Mega Syariah Mataram Branch Office

Mer placement The assignment or reassignment of an employee to a new job (Mangkuprawira, 2014). Placement is the activity of placing people who have passed the selection process in certain positions according to job descriptions and job classifications. This placement is very important because new company activities can only be carried out if all positions are staffed (Raffi, 2015).

Results This study shows that the Employee Placement variable has a t-value of 1.373 with a significance value of 0.178 which is greater than 0.05 ($0.178 > 0.05$). Ber Based on the results of the data analysis above, the recruitment test obtained a t valuecountg ($1.373 < t \text{ table } (2.026)$) so that hypothesis H_0 is accepted and H_a is rejected. This condition indicates that employee placement cannot improve employee performance at Bank Mega Syariah Mataram Branch Office. This means that employee placement

partially has no positive or significant effect on employee performance at Bank Mega Syariah Mataram Branch Office.

In the questionnaire, statement number 3, the results of the data from the employee placement indicator instrument (X2), which is one of the statements that has less influence on employee placement, does not have a positive and significant influence on employee performance with the statement that in my opinion, age influences the placement of each employee in the company, the total number of answers that have been processed is 137, which if calculated is $137:40$ (number of respondents) becomes 3,425.

This naturally leads to prospective employees whose age is not appropriate for placement within the company. Therefore, for researchers, employee placement involves following up on prospective employees who pass the selection process and delegating authority to them. This ensures that age is relevant and serves as a benchmark for prospective employee placement within the company.

Bank MeBank Mega Syariah Mataram Branch Office's employee placement process focuses not only on educational background but also on skills, age, experience, and knowledge. This is because most employees at Bank Mega Syariah Mataram Branch Office are of an age that aligns with their qualifications and have educational backgrounds in economics or banking. Many employees come from various majors, including engineering, law, social and political science, and economics.

This test aligns with the research findings of Suryani (2019), who stated that the employee placement variables studied did not significantly influence employee performance at the BNI Syariah Banda Aceh Branch Office. These results are also relevant to the research findings of Anshori (2019), who found that employee placement did not significantly influence employee performance.

The differences in this study lie in the research location, the number of variables used, and the focus of the research. These similarities arise because the objects studied, in terms of samples and business types, are similar, as are the research methods used. The absence of an influence on employee placement variables is due to age influencing the placement of each employee within the company. Based on the findings above, it can be concluded that the Employee Placement variable does not affect employee performance at PT Bank Mega Syariah Mataram Branch Office.

3. The Influence of Employee Recruitment and Placement on Employee Performance at Bank Mega Syariah Mataram Branch Office

The reason for not using KPIs (Key Performance Indicators) in the employee performance indicators is that the data for accessing KPIs at the research site is difficult to access, as it comes directly from the central office. Therefore, the researcher used a questionnaire to obtain employee performance results as a measuring tool for assessing the performance results.

The test results obtained an F value of 33.971 with a significance of 0.001. Because the significance value is smaller than 0.05 ($0.001 < 0.05$). Based on the simultaneous test (F-Test), the F value_{count} 33.971 is greater than the F value_{table} (3.252), so it was decided to reject H₀ and accept H_a. This means that currently the independent variable (Employee Recruitment and Placement) has an effect on Employee Performance at Bank Mega Syariah Mataram Branch Office.

Questionnaire statement number 7 results of the data from the employee performance respondent indicator instrument (Y) which is one of the statements that influences employee performance has a positive and significant effect on the statement The work I do is good and profitable for the company, the total number of answers that have been processed is 163 which if calculated $163 : 40$ (number of respondents) becomes 4,075. H_aThis

naturally leads to employees who have done their work well and profitably for the company. Therefore, researchers define employee performance as a feeling of satisfaction because their needs have been met.

The coefficient of determination (R Square) obtained shows that the independent variable (X), namely employee recruitment and placement, has an influence of 64.7% so that the remaining 35.3% is influenced by other variables. Meanwhile, based on the multiple linear regression test, it shows that the regression coefficient value of the recruitment variable (X1) is 1.318 and the employee placement variable (X2) is 0.351. For this reason, the influence of employee recruitment and placement is proven by the recruitment regression coefficient value which is greater than the employee placement regression coefficient value.

Hal which is the benchmark for employees and is highly considered by prospective employees in employee performance, namely employee recruitment and placement, when employee recruitment and placement is carried out according to educational background and considering age according to company qualifications, it will make employee performance effective and structured according to the company's job description.

The test is consistent with Suryani's (2019) research, which states that recruitment and employee placement variables simultaneously influence employee performance. This test result is also relevant to Anshori's (2019) research, which found that recruitment and employee placement variables simultaneously influence employee performance.

This study has a key implication: if a company wants to grow, Sharia Banks must conduct recruitment processes using effective and efficient methods, aligning them with educational background, and considering age as a benchmark, or aligning with the company's qualifications and job descriptions. The perception of prospective applicants is that recruitment

should be based on a clear educational background. On the other hand, companies must emphasize job descriptions to attract qualified employees who meet their own expectations.

D. CONCLUSION

Based on The results of data processing and discussion can be concluded as follows:

1. Variable Recruitment partially has a significant effect on employee performance variables at Bank Mega Syariah Mataram Branch Office. This shows that recruitment plays a significant role in improving employee performance, considering that recruitment is the initial step in searching for and finding qualified applicants in accordance with the company's expectations, so that the recruitment process for recruited employees is in accordance with their educational background, which can have an impact on the employee's performance itself.
2. Variables Partial employee placement had no significant effect on employee performance variables. This was because Bank Mega Syariah Mataram Branch Office did not place employees based on their previous educational background but rather on their skills. Therefore, placement did not significantly improve employee performance.
3. Recruitment variables and employee placement variables simultaneously influence employee performance variables which have an influence of 64.7% while the remaining 35.3% is influenced by other factors not examined in this study.

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