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THE EFFECT OF RECRUITMENT, PLACEMENT, AND PERFORMANCE APPRAISAL ON EMPLOYEE PERFORMANCE AT TANTI KIRANA CLINIC RANGKASBITUNG

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Abstract : The title of this research is *The Effect of Recruitment, Placement, and Performance Appraisal on Employee Performance at Tanti Kirana Clinic Rangkasbitung*. Aims: 1) to find out, determine, and analyze the effect of recruitment on employee performance at Tanti Kirana Clinic Rangkasbitung 2) to find out, determine, and analyze the effect of placement on employee performance at Tanti Kirana Clinic Rangkasbitung 3) to find out, determine, and analyze the effect of performance appraisal on employee performance at Tanti Kirana Clinic Rangkasbitung 4) to find out, determine, and analyze the effect of recruitment, placement, and performance appraisal on employee performance at Tanti Kirana Clinic Rangkasbitung. Method: This research method is associated correlation with a quantitative approach. Sampling data in this research is simple random sampling. The population in this study was 160 employees at Tanti Kirana Clinic Rangkasbitung. The sample in this study was 62 respondents. Results: 1) Recruitment has a significant effect on employee performance at Tanti Kirana Clinic Rangkasbitung 2) Placement has a significant effect on employee performance at Tanti Kirana Clinic Rangkasbitung 3) Performance Appraisal has a significant effect on employee performance at Tanti Kirana Clinic Rangkasbitung 4) Recruitment, Placement, and Performance Appraisal have significant effect on employee performance at Tanti Kirana Clinic Rangkasbitung.

Keywords : Performance, Recruitment, Placement, Performance Appraisal, Management

1. INTRODUCTION

A company's goals are determined by several indicators. One of them is the role of human resources as a component of the organization. Human resources are the main asset in every company and will be responsible for planning, organizing, actuating, and controlling. Improving employee

performance is essential for achieving the company's goals. This improvement should cover all levels of the company, as each employee's performance impacts the company's performance.

Performance is closely related to the work productivity shown by each employee. According to Rivai and Basri (2017),

performance is the result or overall level of success of a person during a certain period in carrying out tasks and compared with various possibilities, such as standard work results, targets, as well as criteria that have been determined.

A health service facility, such as a clinic, provides promotive, preventive, curative, and rehabilitative services (Permenkes RI No. 75, 2014). The Tanti Kirana Clinic is a main clinic that provides basic medical and specialist services. To improve the quality of health services, employees must have good performance. Recruitment is a crucial step in creating quality and good-performing employees. It is the process of finding, inviting, and assigning potential workers from inside and outside the company as prospective employees through specific specifications including those that have been determined in human resource planning (Nuraeni, 2018).

The aims of a company will be easier to achieve if employees are placed according to their competencies. As described by (Trisnawati, 2019), placement is a policy taken by a leader or the personnel department to determine whether an employee is still appropriate or not to be placed in a particular position or position based on consideration of certain expertise, skills, or qualifications.

Apart from that, there are ways to improve employee performance by holding achievement assessments. Job performance assessment is also one of the factors for developing a company effectively and efficiently. According to Murwansyah (2016), performance appraisal is a formal system for examining or reviewing and evaluating the performance of a person or group. Through work performance assessments, a company can see the development of employee performance over

Tyara Frameswary, Franky, Zahera Mega Utama time, so that it can be used as material for consideration or evaluation. For employees, work performance appraisals can also determine the extent to which their performance results are evaluated and assessed.

The results of research by (Putri, 2022) The results of the investigation evidence that partially each recruitment and job placement has a significant effect on employees performance. Likewise, simultaneously recruitment and job placement have a significant effect on employees performance. Research by (Elvina, 2021) shows that placement and performance appraisal has a significant effect in improving employee performance.

2. METHODS

The method of this research is quantitative with an associated correlational approach. According to (Sugiyono, 2019) the population is a generalization area consisting of objects or subjects with certain qualities and characteristics determined by the researcher to be studied and then draw conclusions. The population in this study was 160 employees at Tanti Kirana Clinic Rangkasbitung. The sample in this study was 62 respondents.

Data collection techniques are an attempt to obtain the data needed in research. This is very important because hypothesis testing is carried out based on available data. This research is using the primary data and secondary data.

The scale model used is the Likert Scale. Likert scale is a rating scale used to measure survey participant's opinions, how people feel and levels of agreement. Statistical tests carried out include: Validity Test, Reliability

Test, Linear Analysis, and Correlation Coefficient Test.

3. RESULTS AND DISCUSSION

3.1. Validity Test

Validity Test is a form of tool used to measure and determine the legitimacy or validity of a questionnaire that has been distributed (Ghozali, 2018). The results of validity testing in this study are as follows:

Tabel 1. Validity Test

Variabel	Item	Nilai Korelasi (r hitung)	r tabel (N = 62 ; $\alpha = 5\%$)	Keterangan
Rekrutmen (X1)	x1.1	0.725	0.25	valid
	x1.2	0.795	0.25	valid
	x1.3	0.83	0.25	valid
	x1.4	0.862	0.25	valid
	x1.5	0.787	0.25	valid
	x1.6	0.862	0.25	valid
	x1.7	0.803	0.25	valid
Penempatan (X2)	x2.1	0.826	0.25	valid
	x2.2	0.805	0.25	valid
	x2.3	0.751	0.25	valid
	x2.4	0.88	0.25	valid
	x2.5	0.871	0.25	valid
	x2.6	0.749	0.25	valid
	x2.7	0.842	0.25	valid
	x2.8	0.722	0.25	valid
Penilaian Prestasi (X3)	x3.1	0.791	0.25	valid
	x3.2	0.826	0.25	valid
	x3.3	0.902	0.25	valid
	x3.4	0.871	0.25	valid
	x3.5	0.773	0.25	valid
	x3.6	0.718	0.25	valid
	x3.7	0.781	0.25	valid
	x3.8	0.932	0.25	valid
	x3.9	0.825	0.25	valid
	x3.10	0.828	0.25	valid
	x3.11	0.795	0.25	valid
	x3.12	0.809	0.25	valid

From the results of the product moment correlation in the table above, it can be seen

Kinerja (Y)	y1	0.837	0.25	valid
	y2	0.848	0.25	valid
	y3	0.884	0.25	valid
	y4	0.699	0.25	valid
	y5	0.836	0.25	valid
	y6	0.805	0.25	valid
	y7	0.882	0.25	valid
	y8	0.854	0.25	valid
	y9	0.854	0.25	valid
	y10	0.724	0.25	valid
	y11	0.743	0.25	valid
	y12	0.784	0.25	valid
	y13	0.882	0.25	valid

significantly correlated with the total score, r value is > than r table.it can be concluded that all question items are valid so they can be used as a data collection for this research.

3.2. Reliability Test

It can be seen from the value of Cronbach's Alpha on the results of the reliability statistics. If the Cronbach's Alpha value is greater than 0.60, the instrument in this study is reliable. The results are shown in Table 2.

Table 2. Reliability Test

Variabel	Alpha-Cronbach	Keterangan
Rekrutmen (X1)	0.911	Reliabel
Penempatan (X2)	0.917	Reliabel
Penilaian Prestasi (X3)	0.956	Reliabel
Kinerja (Y)	0.956	Reliabel

From the table above it is known that the Alpha-Cronbach value for all variables is greater than 0.6. in. this way, all questionnaire items are declared reliable.

3.3. Normality Test

Table 3. Normality Test

		Rekrutmen (X1)	Penempatan (X2)	Penilaian Prestasi (X3)	Kinerja (Y)
N		62	62	62	62
Normal Parameters ^{a,b}	Mean	28.3710	31.5161	47.5161	52.7581
	Std.	4.15769	5.26586	7.67953	8.22568
	Deviation				
Most Extreme Differences	Absolute	.100	.079	.083	.068
	Positive	.100	.079	.083	.068
	Negative	-.077	-.075	-.062	-.066
Test Statistic		.100	.079	.083	.068
Asymp. Sig. (2-tailed)		.199 ^c	.200 ^{c,d}	.200 ^{c,d}	.200 ^{c,d}

Based on the table above, value of the recruitment variable is 0.199, placement variable is 0.200, performance appraisal is 0.200, and employee performance is 0.200. all variables have a value > 0.005, indicating normal data distribution.

3.4. Heteroskedasticity Test

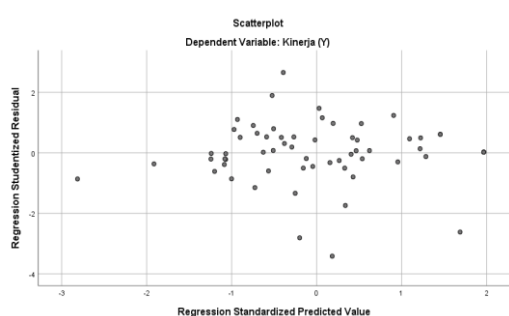


Figure 1. Heteroskedasticity Test

Based on the figure 1, it can be seen that the points are spread randomly without forming a clear pattern, so it can be concluded that heteroscedasticity does not occur so that the regression model is suitable for use.

3.5. Multikolonieritas Test

Table 4. Multikolonieritas Test

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	5.092	5.614		.907	.368		
	Rekrutmen (X1)	.625	.218	.316	2.86	.006	.622	1.607
	Penempatan (X2)	.525	.167	.336	3.14	.003	.664	1.506
	Penilaian Prestasi (X3)	.282	.112	.263	2.52	.014	.697	1.435

a. Dependent Variable: Kinerja (Y)

From the table above, it is shown that X1, X2, and X3. Have tolerance value < 1. So it can be concluded that it does not have multikolonieritas among regression model.

3.6. Multiple Regression Analysis

Table 5. Multiple Regression Analysis

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig
	B	B		
(Constant)	5.092		.907	.368
Rekrutmen (X1)	.625	.316	2.864	.006
Penempatan (X2)	.525	.336	3.148	.003
Penilaian Prestasi (X3)	.282	.263	2.528	.014

Dependent Variable: Employee Performance

Based on Table 5 above the multiple regression equation mathematically can be known as follows:

$$Y = 5,092 + 0,625 X_1 + 0,525 X_2 + 0,282 X_3$$

(1) The effect of recruitment is 0.625, which means that recruitment increased, so employee performance will increase by 0.625.

(2) The effect of placement is 0.525, which means that placement increased, so employee performance will increase by 0.525.

(3) The effect of performance appraisal is 0.282, which means that recruitment increased, so employee performance will increase by 0.282.

3.7. T Test (Partial)

Table 6. T Test

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig
	B	B		
(Constant)	5.092		.907	.368
Rekrutmen (X1)	.625	.316	2.864	.006
Penempatan (X2)	.525	.336	3.148	.003
Penilaian Prestasi (X3)	.282	.263	2.528	.014

Dependent Variable: Employee Performance

Based on the results, it can be seen:

(1) The effect of the recruitment variable (X1) on employee performance (Y), the calculated t value for the recruitment variable is 2.864. The P-value is 0.006 < 0.05, so recruitment has a significant effect on employee performance.

(2) The effect of the placement variable (X2) on employee performance (Y), the calculated t value for the recruitment variable is 3.148. P-value is $0.003 < 0.05$, so the placement has a significant effect on employee performance.

(3) The effect of the performance appraisal variable (X3) on employee performance (Y), the calculated t value for the recruitment variable is 2.528. P-value is $0.014 < 0.05$, so the performance appraisal has a significant effect on employee performance.

3.8 F Test (ANOVA)

Table 7. F Test

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	2316.659	3	772.220	24.735	.000 ^b
Residual	1810.712	58	31.219		
Total	4127.371	61			

Based on the table above, it is known that a significant value of $0.000 < 0.05$. This means that variables X1, X2, X3 if tested together or simultaneously affect variable Y.

Table 8. Recruitment

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.631 ^a	.398	.388	6.43695

Predictors: (Constant), Rekrutmen (X1)

Based on the table above, it is known that the coefficient of determination value (R Square) is 0.398. This means that 39,8% performance variable is influenced by the recruitment variable. And the rest of 60,2% was influenced by the other factors.

Table 9. Placement

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.626 ^a	.392	.382	6.46603

Predictors: (Constant), Penempatan (X2)

Based on the table above, it is known that the coefficient of determination value (R Square) is 0.392. This means that 39,2% performance variable is influenced by the placement variable. And the rest of 60,8% was influenced by the other factors.

Table 10. Performance Appraisal

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.576 ^a	.332	.321	6.77803

a. Predictors: (Constant), Penilaian Prestasi (X3)

Based on the table above, it is known that the coefficient of determination value (R Square) is 0.332. This means that 33,2% performance variable is influenced by the performance appraisal variable. And the rest of 66,8% was influenced by the other factors.

3.9. Coefficient of Determination

Table 11. Coefficient of Determination Test of Recruitment, Placement, and Performance Appraisal

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749 ^a	.561	.539	5.58741

a. Predictors: (Constant), Penilaian Prestasi (X3), Penempatan (X2), Rekrutmen (X1)
 b. Dependent Variable: Kinerja (Y)

Based on the table above, it is known that adjusted R square value is 0.539. this means that 53.9% of the employee performance variable is influenced by the recruitment, placement, and performance appraisal and value 46,1% influenced by others.

Table 12. Coefficient of Determination Test of Recruitment

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.631 ^a	.398	.388	6.43695

a. Predictors: (Constant), Rekrutmen (X1)

Based on the table above, it is known that R square value is 0.398. this means that 39.8% of the employee performance variable is influenced by the recruitment and value 60.2% influenced by others.

Table 13. Coefficient of Determination Test of

Placement

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.626 ^a	.392	.382	6.46603

a. Predictors: (Constant), Penempatan (X2)

Based on the table above, it is known that R square value is 0.392. this means that 39.2% of the employee performance variable is influenced by the placement and value 60.8% influenced by others.

Table 14. Coefficient of Determination Test of Performance Appraisal

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.576 ^a	.332	.321	6.77803

a. Predictors: (Constant), Penilaian Prestasi (X3)

Based on the table above, it is known that R square value is 0.332. this means that 33.2% of the employee performance variable is influenced by the performance appraisal and value 66.8% influenced by others.

3.10. Discussion

This study found an influence of recruitment on employee performance at Tanti Kirana Clinic. These results are in line with research by (Putra, 2022) showing that recruitment has a positive and significant effect on employee performance. It is seen that more effective recruitment correlates with enhanced employee performance. Supported by the results of research from (Romadon, 2021), this research shows that recruitment influence on employee performance. Recruitment is an important matter for companies by making human resources management planning decisions regarding the candidates needed and the criteria needed from the company.

There is an effect of placement on employee performance at Tanti Kirana Clinic. These results are in line with research by (Elvina, 2021) showing that placement has a significant effect on employee performance.

This means that the clearer and better the placement of employees, the higher the employee’s performance. If an employee is placed according to qualifications, this will encourage the employee to work harder and to keep their responsibility. Supported by the results of research from (Anjelita, 2020), this research shows that placement has a significant effect on employee performance.

This study also found an influence of performance appraisal on employee performance at Tanti Kirana Clinic. These results are in line with (Tari, 2022), this research shows that performance appraisal has a positive and significant effect on employee performance. As stated by (Williams, 2008) feels that appraisal of performance concerns creating conditions where employees share organization goals and help people to understand their input to those goals. Supported by (Subekti, 2021), who stated that performance appraisal affect on employee performance. The best way to ensure employees are satisfied with the organization is by developing and strengthen the working relationship between the employees and employer and also putting honest appraisals and dedications that can help to improve the employees morale (Bala, 2020).

There is an effect of recruitment, placement, and performance appraisal on employee performance at Tanti Kirana Clinic. This means that the better recruitment was done, the more appropriate the staff placed, and the more effective performance appraisal implemented, it means that the higher employee performance is.

4. CONCLUSION

This study has concluded that: (1) recruitment has a significant effect on employee performance, that means the H1 is accepted, (2) placement has a significant effect on employee performance, that means the H2 is accepted, (3) performance appraisal

has a significant effect on employee performance, that means the H3 is accepted (4) recruitment, placement, and performance appraisal have a significant on employee performance, that means the H4 is accepted.

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Tyara Frameswary, Franky, Zahera Mega Utama