THE INFLUENCE OF RECRUITMENT, *ON THE JOB* TRAINING AND JOB PLACEMENT ON EMPLOYEE PERFORMANCE AT PT MUTIARA CAHAYA SLAWI

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ABSTRACT *The research method used in this research is quantitative method. The data collection method was carried out by questionnaire and the sampling technique used saturated sampling with a sample of 58 respondents. While the analysis tool used is multiple linear regression analysis. The conclusion of this study is that partially there is an influence between recruitment variables on performance, there is an influence between on the job training variables on performance and there is an influence between job placement variables on performance. While simultaneously there is an influence between recruitment variables, on the job training and job placement on performance.*

Keywords: Performance, Recruitment, On The Job Training and Job Placement

INTRODUCTION

Human resource management is the process of utilizing raw materials and human resources to achieve set goals. This process involves organizing, directing, coordinating and evaluating people to achieve these goals. Companies study human resource management specifically because companies not only face the problems of raw materials, capital, working tools, and production, but also human resource problems. Human resources are the parties who manage and run the factors of production as well as the goal of the production activities themselves. Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve the company's goals legally, not unlawful and not contrary to morals and ethics.

Information	Percentage of Assessment	Rating Table				Assessment Results
	%	1	2	3	4	
Speed and Accuracy of Work	30%			x		0,9
IT Skill / Avari System	20%			x		0,6
Service Excellent	30%				x	1,2

Table 1. PT Mutiara Cahaya Slawi Employee Performance Data

Information	Percentage of Assessment	Rating Table				Assessment Results
Communication Skill	20%			x		0,6
Total Value	100%					3,3

Source : PT Mutiara Cahaya (2023)

From the performance data above, it shows that the assessment table has a score from 1-4 where the speed and accuracy of work get an assessment result of 0.9, IT Skill gets an assessment result of 0.6 and *Communication Skill* gets an assessment result of 0.6 while the highest score that gets an assessment result of 1.2 is *service excellent*. In the column marked x is the final value of each description of the assessment table in the multiplied performance table with presantase (%). Of the total performance assessments, the overall performance has a low assessment, which is 3.3, of the maximum score achieved is 4.0.

METHOD

This type of research is quantitative using SPSS 26. The data collection method used questionnaires, interviews and observations. The location of this research is at PT Mutiara Cahaya Slawi with Variables of Recruitment, On The Job Training and Job Placement. The population in this study amounted to 58 employees using a saturated sample of which the entire population was used as a sample.

RESULTS AND DISCUSSION

RESULT

Classic Assumption Test

Normality Test

Table 2. Results of the Kolmogorov Smirnov Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		58
Normal Parametersa,b	Mean	.0000000
	Hours of deviation	1.39133878
Most Extreme Differences	Absolute	.102
	Positive	.102
	Negative	-.053
Test Statistic		.102
Asymp. Sig. (2-tailed)		.200c,d

Based on the results of the above test, the significance value was obtained at 0.200 which means that the value is above the significance of 0.05 so that it can be concluded that the data is distributed normally.

Multicollinearity Test

Table 3. Multicolorivality Test Results

Coefficientsa

		Collinearity Statistics	
Model		Tolerance	BRIGHT
1	(Constant)		
	Recruitment	.917	1.090
	On-the-job training	.937	1.067
	Work Placement	.974	1.026

a. Dependent Variable: Kinerja

Based on the multicoloniarity explained that the the recruitment the *on-the-job* is 0.937 and the variable is 0.974. variables have a more than 0.10. results of the test above, it is tolerance value of variable is 0.917, training variable job placement All independent tolerance value of Meanwhile, the

VIF (Variance Influance Factor) value for the recruitment variable is 1,090, the *on-the-job* training variable has a value of 1,067 and the job placement variable is 1,026. All VIF values of independent variables have values below 10 so that it can be said that in the regression model there are no symptoms of multicolorlinearity.

Heteroskedasdesdicity Test

Table 3. Heteroscedasticity Test Results

Coefficientsa

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Itself.
1	(Constant)	.772	1.537		.502	.617
	Recruitment	.012	.030	.056	.398	.692
	On-the-job training	.022	.026	.117	.840	.405
	Work Placement	.020	.030	.088	.649	.519

a. Dependent Variable: ABS_Res

Based on the results of the above test, the recruitment variable had a significance value of 0.692, the on-the-job training *variable* was 0.405 and the job placement was 0.519. All independent variables have a significance value above 0.05 so it can be said that the data is homogeneouscedasticity.

Uji Hypothesis

Partial Test (T Test)

Table 3. Partial Test Results

Coefficientsa

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Itself.
1	(Constant)	24.002	2.578		9.310	.000
	Recruitment	.301	.050	.566	5.998	.000
	On-the-job training	.115	.043	.247	2.645	.011
	Work Placement	.236	.050	.429	4.687	.000

a. Dependent Variable: Kinerja

The following are the results of each variable.
1. The $_{t-value\ of\ the}$ recruitment variable calculation was 5,998 > 2,004 t $_{table}$ and the significance value obtained was 0.000 smaller than the significance of 0.05. Thus, it can be concluded that H0 was rejected and H1 was accepted, which means that recruitment affects employee performance at PT Mutiara Cahaya Slawi
2. The value of $_{t-calculated}$ for the *variable of on-the-job* training was 2.645 > 2.004 t $_{table}$ and the significance value obtained was 0.011 which means it is smaller than the significance of 0.05. Thus, it can be concluded that H0 was rejected and H2 was accepted, which means that *on-*

the-job training has an effect on employee performance at PT Mutiara Cahaya Slawi

3. The t-value $_{of\ calculating}$ the work placement variable was $4.687 > 2.004$ t $_{of\ the\ table}$ and the significance value obtained was 0.000 which means it was smaller than the significance of 0.05. Thus, it can be concluded that H0 was rejected and H3 was accepted, which means that job placement affects employee performance at PT Mutiara Cahaya Slawi

Simultaneous Test (F Test)

Table 3. Simultaneous Test Results

ANOVA

Model		Sum of Squares	df	Mean Square	F	Itself.
1	Regression	139.862	3	46.621	22.816	.000b
	Residual	110.342	54	2.043		
	Total	250.204	57			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Job Placement, On The Job Training, Recruitment

Based on the results of the F test above, the results show that the value of Fcal is $22,816 > 3.168$ Ftables and the significance result is 0.000 which means it is smaller than 0.05, meaning that H0 is rejected and H4 is accepted. So it can be concluded that simultaneously the variables of recruitment, *on-the-job* training and job placement have an effect on employee performance at PT Mutiara Cahaya Slawi

Coefficient Determination Test

Table 3. Determination Coefficient Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.748a	.559	.534	1.429

a. Predictors: (Constant), Job Placement, On The Job Training,

Recruitment

The above result shows that the value of *the Adjusted R Squared* is 0.534. The results explain that the magnitude of the influence of recruitment, *on-the-job* training and job retention on performance was 53.4%. Meanwhile, the remaining 46.6% was influenced by other variables such as work discipline, physical work environment and work motivation

DISCUSSION

The Effect of Recruitment on Performance

The results of the first hypothesis test obtained a tcal value of $5.998 > 2.004$ ttables with a significance value of 0.000 where the value is less than 0.05. Thus, it can be concluded that H0 was rejected, meaning that recruitment had an effect on performance at PT Mutiara Cahaya Slawi.

The theoretical implications in this study according to (Wulandari, 2016) which states that good and correct recruitment will produce human resources who perform well, are qualified and competent to achieve organizational goals.

The practical implication in this study is that the performance of PT Mutiara Cahaya Slawi's employees will increase if the company's employee recruitment can be carried out effectively and efficiently. Recruitment carried out by PT Mutiara Cahaya Slawi must change the recruitment system

and procedures in order to obtain employees who have high competence.

The Effect of *On-the-Job* Training on Performance

The results of the second hypothesis test obtained a tcount value of 2,645 > 2,004 ttables with a significance value of 0.011 where the value is less than 0.05. Thus, it can be concluded that H0 was rejected, meaning that *on-the-job* training affects the performance of PT Mutiara Cahaya Slawi employees.

The theoretical implications in this study are according to (Dewi, 2018) which states that if the on-the-job training variable increases, then performance also increases. This is because with an increase in the value of on-the-job training, it will be followed by an increase in performance quality value, and it also applies to the opposite. There is a decrease in the value of on the job training, it will be followed by a decrease in the quality of employee performance. This means that the implementation of on-the-job training that is followed by employees will lead to an improvement in the quality of employee performance and vice versa. With a reduction in the implementation of on-the-job training that employees participate in, it will cause a decrease in the quality of employee performance

The practical implication in this study is that *on-the-job* training at PT Mutiara Cahaya Slawi provides detailed and detailed information so that employees can understand the job information conveyed by HRD so that employees can implement it properly in their work

The Effect of Job Placement on Performance

The results of the third hypothesis test obtained a tcal value of 4,687 > 2,004 ttables with a significance value of 0.000 where the value is less than 0.05. Thus, it can be concluded that H0 was rejected, meaning that the job placement had an effect on the performance of PT Mutiara Cahaya Slawi.

The theoretical implications in this study are according to (Made, 2022) which states that if the work placement is according to qualifications and competencies, performance will also increase. Improving employee performance is greatly influenced by employee placement so that companies need to place employees in accordance with their fields that can improve employee performance in the company.

The practical implication in this study is that if PT Mutiara Cahaya Slawi can place employees according to the level of education and competence possessed by each individual, then employees will be easier to complete their work because the work done is in accordance with their field.

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Coefficients[a]

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	Pelatihan On The Job	.937	1.067
	Penempatan Kerja	.974	1.026

a. Dependent Variable: Kinerja

Based on the results of the multicoloniarity test above, it is explained that the tolerance value of the recruitment variable is 0.917, the *on-the-job* training variable is 0.937 and the job placement variable is 0.974. All independent variables have a tolerance value of more than 0.10. Meanwhile, the VIF (Variance Influance Factor) value for the recruitment variable is 1,090, the *on-the-job* training variable has a value of 1,067 and the job placement variable is 1,026. All VIF values of independent variables have values below 10 so that it can be said that in the regression model there are no symptoms of multicolorlinearity.

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3. The t-value of calculating the work placement variable was $4.687 > 2.004$ t of the table and the significance value obtained was 0.000 which means it was smaller than the significance of 0.05. Thus, it can be concluded that H0 was rejected and H3 was accepted, which means that job placement affects employee performance at PT Mutiara Cahaya Slawi

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The practical implication in this study is that if PT Mutiara Cahaya Slawi can place employees according to the level of education and competence possessed by each individual, then employees will be easier to complete their work because the work done is in accordance with their field.

CONCLUSION

Based on the results of the data analysis that has been carried out, the following conclusions can be drawn that there is an influence of recruitment on employee performance at PT Mutiara Cahaya Slawi, there is an effect of on-the-job training on employee performance at PT Mutiara Cahaya Slawi, there is an effect of job placement on employee performance at PT Mutiara Cahaya Slawi, simultaneously there is an influence of recruitment, *on-the-job* training and job placement on employee performance at PT Mutiara Cahaya Slawi and the *Adjusted R Square* result of 0.534 which shows that employee performance can be influenced by recruitment, *on-the-job* training and job placement by 53.4% while the remaining 46.6% is influenced by other factors that were not studied in this study.

Some suggestions that can be given as influenced by the results of this research are that Mutiara Cahaya Slawi is advised to be more thorough and detailed in terms of asking questions to prospective employees so that they can recruit prospective employees who have superior and competent human resources, Mutiara Cahaya Slawi is advised that in delivering *On The Job* Training material In more detail and the delivery of the job desk with working hours is conveyed in detail, Mutiara Cahaya Slawi is advised to pay more attention to the suitability of the educational background and knowledge possessed by an employee with a position or job in the placement of employees according to their place, for further research it is expected to add variables of work motivation, work discipline and physical work environment that can affect employee performance and use Research Object

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