The Effect Of Job Placement And Employee Recruitment On Employee Performance

Budi Rismayadi[1], Wike Pertiwi[2], Mumun Maemunah[3]
[1,2,3]Management Study Program, Faculty of Economics and Business, University Buana Perjuangan Karawang
[*1]Email: budi.rismayadi@ubpkarawang.ac.id, [2]Email: Wike.pertiwi@ubpkarawang.ac.id, [3]Email: mumun.maemunah@ubpkarawang.ac.id
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ABSTRACT

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Purpose of the study — The purpose of this study was to determine the effect of recruitment and job placement on the performance of Karawang MSME employees.

Research method— The method used in this study is a quantitative verification method. The data collection technique used in this study used a questionnaire with a Likert scale. While the data analysis used was multiple linear regression analysis with SPSS 29 software..

Result— The results of this study indicate that there is a partial effect between employee recruitment and performance significantly of 0.000 <0.005 and a t-count value of 7.584> 2.011 and a partial effect between job placement and performance significantly of 0.000 <0.005 and a t-count value of 3.793> 2.011. Together, employee recruitment and job placement are proven to have a simultaneous significant effect on employee performance which shows a very significant effect of 0.000 <0.005 with an F-Count value of 186.501> 3.19. Based on the results of the determination coefficient, it was found that the employee recruitment and job placement variables had an influence of 88.8%, while the remaining 1.2% was explained by other unknown factors or variables that were not included in this regression analysis.

Conclusion— the Employee Recruitment Variable (X1) has a positive and very significant influence on the Employee Performance variable (Y) in Karawang MSMEs. the Job Placement Variable (X2) has a positive influence on the employee performance variable (Y), which means that the job placement variable has an influence on employee performance at MSMEs Karawang. the Employee Recruitment Variable (X1) and Job Placement variable (X2) have a positive and significant influence on the Employee Performance variable (Y) in Karawang MSMEs.

Keywords: Recruitment, Job Placement, Employee Performance

INTRODUCTION

Every organization or company certainly needs humans as a source of labor in carrying out each of its activities, because humans become planners, actors, and determinants of the realization of organizational goals. The strategic role of human resources emphasizes that people in the organization are the most important resource and also the company's greatest investment. In terms of screening prospective workers is very selective, all companies or agencies definitely need and accept quality human resources, namely people who are considered capable of completing work according to the work that has been determined. One of the assets owned by the agency is good and quality human resources. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. An employee will feel proud and satisfied with the achievements achieved based on the performance he gives to the organization. Good performance is a condition that employees want in their work life, an employee will get good work performance if his performance is in accordance with the standards of both quality and quantity, Mangkunegara (2017:67).

Recruitment is a process of gathering a number of applicants who have the qualifications that are needed by the organization, to be employed in the organization. The implementation of the recruitment system for prospective employees is intended so that the agency can obtain qualified employees and be able to realize the agency's goals, Abdul Munip (2019).bEmployee recruitment and placement is carried out in accordance with human resource potential, recruitment is carried out to add and attract new prospective employees into the work unit through the recruitment system and procedures determined by the company, so that new employees can be placed in accordance with the job needs that have been analyzed by human resource management. The existence of a mismatch in the recruitment determined against the employee's job placement will affect the employee's work spirit and motivation, where the failure to implement the recruitment system and procedures will result in discrimination during recruitment against prospective employees and will also affect the placement of employees who are not in accordance with their fields. Failure to carry out recruitment and job placement will affect employee performance which will then become an obstacle to the process of achieving goals.

Job placement is the process of giving tasks and work to employees who pass the selection to be carried out according to the scope that has been determined, and are able to be responsible for all risks and possibilities that occur due to tasks and work, authority and responsibility, this placement must be based on the job description and job specifications that have been determined, Abdul Munip (2019). The right employee job placement is one way to optimize employee knowledge, skills, and attitudes towards optimal performance. This is very important because employee job placement in the right position is the main thing because it is closely related to employee performance, the right placement consists of the suitability of academic abilities, and the suitability of knowledge.

This research is motivated by a research gap in previous research. Based on research conducted by Nur Liska Aliya Putri (2022), the results of the study stated that recruitment and

job placement have a positive and significant effect on employee performance. However, this is different from research conducted by Arthur VT Palembang, et al. (2017), which stated that recruitment, selection, and job placement do not have a significant effect on employee performance. Based on the background description above, the researcher conducted a study entitled "The Influence of Recruitment and Job Placement on the Performance of Karawang MSME Employees".

LITERATURE REVIEW AND HIPOTESYS DEVELOPMENT

A. LITERATURE REVIEW

Recruitment

Recruitment is the process of attracting and selecting individuals with the appropriate qualifications to fill positions available within an organization. According to Dessler (2017), effective recruitment will produce qualified candidates, which in turn will improve organizational performance. This process includes various techniques, ranging from job advertisements to the use of social media to attract potential candidates.

Job Placement

Job placement is the process by which employees are placed in positions that match their abilities, skills, and educational background. According to Ivancevich (2016), proper placement can improve employee motivation and performance. This is important because a mismatch between employees and their jobs can lead to poor performance and high turnover rates.

Employee Performance

Employee performance is the result of activities carried out by employees in their jobs, which can be measured based on the quality and quantity of work results. According to Armstrong (2014), employee performance is influenced by various factors, including recruitment and placement. Good performance is not only beneficial for individuals, but also for the organization as a whole, because it has an impact on productivity and profitability.

Relationship Between Recruitment, Placement, and Performance

Many studies have shown that there is a positive relationship between effective recruitment, proper placement, and employee performance. A study by Pertiwi (2022) found that good recruitment contributes significantly to employee performance. In addition, research by Agus et al. (2019) confirmed that proper placement greatly affects employee motivation and performance in the workplace.

B. HYPOTESIS DEVELOPMENT

Based on the literature review that has been conducted, several hypotheses are put forward as follows:

Hypothesis 1 (H1): There is a positive and significant influence between the Employee Recruitment variable (X1) on Employee Performance (Y) at MSMEs

Karawang. This is based on the finding that a good recruitment process can improve employee motivation and performance, as stated by Agus et al. (2019).

Hypothesis 2 (H2): There is a positive and significant influence between the Job Placement variable (X2) on Employee Performance (Y) at MSMEs Karawang. Proper placement according to the abilities and backgrounds of employees is believed to be able to improve their performance, according to research by Nurzaman (2017).

Hypothesis 3 (H3): There is a positive and significant simultaneous influence between the Employee Recruitment (X1) and Job Placement (X2) variables on Employee Performance (Y) at MSMEs Karawang. This is supported by research which shows that these two factors interact with each other and contribute to improving employee performance, as expressed by Rafii & Andri (2015).

METHOD

This research uses the verification method, which is used to research a certain population or sample. The data analysis method used in this study is the Quantitative method. This research was conducted for 4 months. The location of this research was carried out at MSMES in Karwang. The population and sample in this study were employees working at MSMES Karawang, namely 50 respondents. This study was conducted by taking samples using the accidental sampling method, which is a sampling technique by taking respondents who happened to be or were available in a place that was in accordance with the context of the study (Notoatmodjo, 2010).

Data, Instruments, and Data Collection Techniques

Data collection techniques and data collection instruments are important factors for the success of the study. This is related to how to collect data, who the source is, and what tools are used. The sampling techniques used in this study are Literature Study and Field Study.

1. Literature Study; Literature study is an activity to collect information that is relevant to the topic or problem that is the object of research. For example:

    a. Books
    b. Scientific papers
    c. Dissertations
    d. Theses
    e. Internet, and others.

By conducting a literature study, researchers can utilize all information and thoughts that are relevant to their research.

2. Field Study; Field study is a process of revealing facts through observation, questionnaires and interviews in obtaining information or data by going directly to the field.

a. Observation, namely making direct observations and studying things related to research directly.

b. Questionnaires, namely by asking questions that have been prepared in writing by distributing questionnaires and accompanied by alternative answers that will be given to respondents

Interviews, used by researchers to conduct preliminary studies to raise problems that must be studied, and researchers also want to know a little about their respondents by conducting direct interviews.

Data Analysis Techniques

The process integrated in the research procedure is the meaning of data analysis techniques. Data analysis is conducted to answer the formulation of the problem and the hypothesis that has been proposed. The results of the data analysis are then interpreted and conclusions are made (Suryani and Hendryadi, 2015: 210). And to find out the results of a study whether a hypothesis is accepted or rejected, an analysis of the data that has been obtained is carried out. Data analysis will be assisted by SPSS 22 for Windows software by following the SPSS processing procedures in Trihendradi's book (2012). And there are two types of statistics used in the study, namely descriptive statistics and inferential statistics.

RESULTS AND DISCUSSION

A. RESULTS

Validity Test Results

Validity Test in this study used the SPSS program with a testing technique using the correlation technique through the Product Moment correlation coefficient. That is, correlating each of the item scores with the total score. In order to determine the level of validity, a significance test was carried out by comparing the r-count value and the r-table value. The way to determine the r-table value is by the formula (df = n-2) with sign.5% (0.05). In this study, the amount of df (30-2) or df = 30 with alpha 0.05 obtained an r table value of 0.361. The requirement for an instrument item to be considered valid is if the r-count value> r table and the r value is positive. The following are the results of the validity test:

Table 1. Results of the validity test of the Employee Recruitment variable (X1)

NO	Variables	Item	r Count	r-table	Information
1		X1.1	0.631		Valid
2		X1.2	0.527		Valid
3		X1.3	0.594		Valid
4		X1.4	0.706		Valid
5		X1.5	0.512		Valid
6		X1.6	0.449		Valid
7		X1.7	0.658		Valid
8		X1.8	0.567		Valid

9	Employee	X1.9	0.692	0.361	Valid
10	recruitment	X1.10	0.680		Valid
11		X1.11	0.613		Valid
12		X1.12	0.662		Valid
13		X1.13	0.728		Valid
14		X1.14	0.783		Valid
15		X1.15	0.711		Valid

Based on table 1, it shows that all of the variables used to measure Employee Recruitment have a calculated r-value greater than the r-table value (0.361). From these results, it can be concluded that the Employee Recruitment variable is valid.

Table 2. Results of Validity Test of Job Placement Variables

NO	Variables	Item	r Count	r-table	Information
1		X2.1	0.614		Valid
2		X2.2	0.719		Valid
3		X2.3	0.825		Valid
4		X2.4	0.669		Valid
5		X2.5	0.708		Valid
6		X2.6	0.732		Valid
7		X2.7	0.732		Valid
8		X2.8	0.786		Valid
9	Job	X2.9	0.733	0.361	Valid
10	placement	X2.10	0.565		Valid
11		X2.11	0.660		Valid
12		X2.12	0.669		Valid
13		X2.13	0.761		Valid
14		X2.14	0.719		Valid
15		X2.15	0.603		Valid

Based on table 2, it shows that all of those used to measure the job placement variable have a calculated r-value greater than the r-table value (0.361). From these results, it can be concluded that the Job Placement variable is valid.

Table 3. Employee Performance variable validity test results

NO	Variables	Item	r Count	r-table	Information
1		Y.1	0.712		Valid
2		Y.2	0.606		Valid
3		Y.3	0.601		Valid
4		Y.4	0.678		Valid
5		Y.5	0.733		Valid

6		Y.6	0.578		Valid
7		Y.7	0.529		Valid
8		Y.8	0.635		Valid
9	Employee	Y.9	0.630	0.361	Valid
10	performa	Y.10	0.696		Valid
11	nce	Y.11	0.764		Valid
12		Y.12	0.689		Valid
13		Y.13	0.643		Valid
14		Y.14	0.665		Valid
15		Y.15	0.569		Valid

Based on table 3, it shows that all of the variables used to measure Employee Performance have a calculated r-value greater than the r-table value (0.279). From these results, it can be concluded that the Employee Performance variable is valid.

Reliability Test Results

The reliability measurement technique in this study uses the Cronbach's Alpha method. If the Cronbach's Alpha value> 0.60 then the questionnaire is declared consistent or reliable. Conversely, if the Cronbach's Alpha value <0.60 then the questionnaire is declared inconsistent or unreliable.

Table 4. Reliability Test Results

Variables	*Cronbach's Alpha*	Criteria	Information
Employee recruitment (X1)	0.893		Reliable
Job placement (X2)	0.925	0.60	Reliable
Employee Performance (Y)	0.894		Reliable

Based on the results of the reliability test in table 4, it is known that each variable has a Cronbach alpha > 0.60, thus the variables Employee Recruitment, Job Placement and Employee Performance can be said to be reliable.

Model Testing, Verification Analysis, and Hypothesis Testing
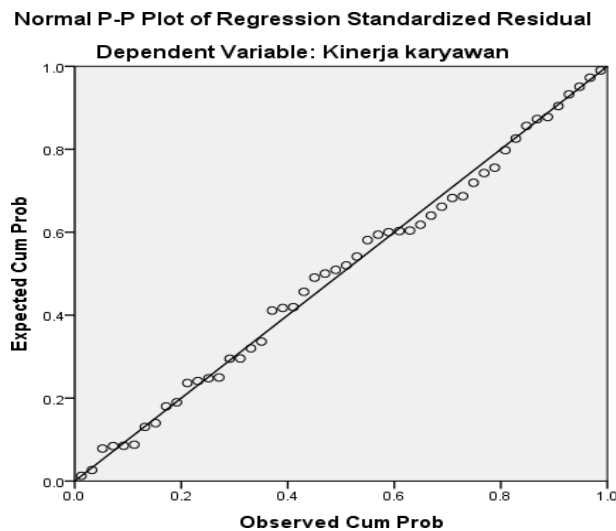***Test classical assumption; TestNormality***

Figure 1. P-Plot Normality Test Results

Based on the normality test using the P-plot in Figure 1, it can be seen that the points (data) are spread around the diagonal line and follow the direction of the diagonal line/histogram graph, so it can be said that the data is normally distributed.
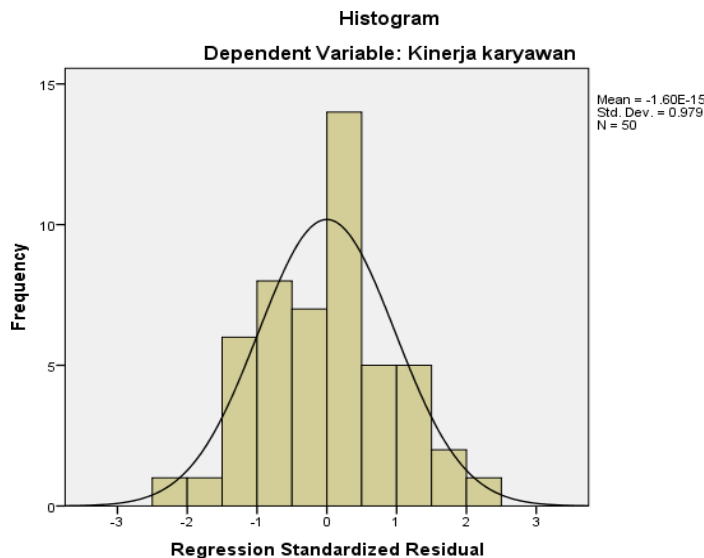

Figure 2. Histogram graph test results for normality test

Meanwhile, the histogram graph, as can be seen in Figure 2, depicts a symmetrical distribution pattern and does not deviate to the right and left, but is right in the middle like a bell shape, so it can be concluded that the data is normally distributed.

Table 5. Kolomogrov Smirnov Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		50
Normal Parametersa,b	Mean	0
	Std. Deviation	4.24754761
Most Extreme Differences	Absolute	0.05
	Positive	0.049
	Negative	-0.05
Test Statistics		0.05
Asymp. Sig. (2-tailed)		.200c,d

To strengthen the two tests mentioned earlier, a one sample Kolomogrov Smirnov test was conducted. In table 5, it can be seen that the data amounted to 50 (N = 50). The results show the Asymp. Sig value (2-tailed) has a significance level greater than 0.05 (0.200> 0.05) so it can be concluded that the sample data from each variable has a normal distribution.

Multiple Linear Regression Analysis

This study uses multiple linear analysis to test the truth of the hypothesis, namely that employee recruitment and job placement have an effect on the performance of Karawang MSME employees. Based on the analysis using the SPSS version 23 program, the following regression results were obtained:

Table 6. Multiple Linear Regression Test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,980	2,720		4.404	.000
	Employee recruitment	.554	.073	.654	7,584	.000
	Job placement	.266	.070	.327	3,793	.000

The results of the multiple linear regression test in table 6, can be seen in the Unstandardized Coefficients column section B. The Constanta value (a value) is 11.980, for the Employee Recruitment variable it is 0.554 and for job placement it is 0.266. So that the multiple linear regression equation can be obtained as follows:

Y = a + b1X1+ b2X2+ E
Y = 11.980 + 0.554 + 0.266 + E

t-test (Partial Test)

Table 7. T-Test Results (Partial Test)
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,980	2,720		4.404	.000
	Job Recruitment	.554	.073	.654	7,584	.000
	Job placement	.266	.070	.327	3,793	.000

a.Dependent Variable: Employee_Performance

Before explaining the T-test, first find the t-table value at a significant level of 5%. With the formula DF = n- k (50- 3), the t-table value in the appendix is 2.0117. Based on the results of the t-test (partial test) in table 7, the results are as follows:

a. The Effect of X1 on Y; It is known that the sign value is 0.000 < 0.005 which means it is very significant and the t-count value is 7.584 > 2.011 so it can be concluded that H1 is accepted which means there is an influence between the Employee Recruitment variable (X1) on Performance (Y).

b. The effect of X2 on Y; It is known that the sign value is 0.000 < 0.005, which means it is very significant and the t-count value is 3.793 > 2.011, so it can be concluded that H2 is accepted, which means there is an influence between the Job Placement variable (X2) on Performance (Y).

F Test (Simultaneous)

Table 8. F Test Results (Simultaneous Test)
ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1840.152	2	920,076	186,501	.000b
	Residual	231,868	47	4.933		
	Total	2072.020	49			

a. Dependent Variable: Employee_Performance
b. Predictors: (Constant), Job placement, Employee recruitment

It is known that the F-table value (From the calculation of df1 and df2) is 3.19 Based on table 8, it can be seen that the F-count value is 186.501 with a significance level of 0.000, then from F-count> F-table (186.501> 3.19) with a sig level of 0.000 <0.005. So it can be concluded that H3 is accepted which means that the independent variables, namely Employee Recruitment and Job Placement simultaneously have a positive and very significant effect on the dependent variable, namely employee performance.

Multiple Determination Coefficient Test (R^2)

Table 9. Multiple Determination Coefficient (R^2) Test Results

Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.942[a]	.888	.883	2.22112

a. Predictors: (Constant), Job placement, Employee recruitment
b. Dependent Variable: Employee_Performance

Based on the multiple determination coefficient test in table 9, the R value is 0.942, which means that the correlation (relationship) between Employee Recruitment and Job Placement on employee performance is 94.2%. And for the R square value is 0.888 or equal to (88.8%). This shows that the variables of Corporate Culture and Job Placement simultaneously affect the employee performance variable by 0.888 (88.8%). While the remaining 1.2 (1.2%) is influenced by other variables outside this regression equation or other variables that are not studied.

B. DISCUSSION

Partial Influence of Employee Recruitment Variables on Employee Performance

Based on the results of the correlation analysis test, the employee recruitment variable (X1) has a correlation value of 0.806 where the correlation value is greater than the r-table value (0.806> 0.279). And the sig. (2-tailed) value between employee recruitment (X1) and employee performance (Y) is 0.000 (0.00 <0.05). This means that there is a very significant positive correlation between employee recruitment (X1) and employee performance (Y). in other words, the more employee recruitment increases, the more employee performance will increase. Furthermore, from the results of the t-test, it was found that employee recruitment had a t-count value > t-table (7.584 > 2.011) and a sig. value <0.05 (0.000 <0.005) so it can be concluded that H1 is accepted, which means that there is an influence between the Employee Recruitment variable (X1) on Performance (Y).

Partial Influence of Job Placement Variables on Employee Performance

Based on the results of the correlation analysis test, the job placement variable (X2) has a correlation value of 0.752 where the correlation value is greater than the r-table value of 0.279 (0.752 <0.279) and the sig. (2-tailed) value between job placement (X2) and employee performance (Y) is 0.000 (0.00 <0.05). This means that there is a very significant positive correlation between employee recruitment (X1) and employee performance (Y). In other words, the more employee recruitment increases, the more employee performance will increase.) is 0.000 (0.00 <0.05). This means that there is a very significant positive correlation between employee recruitment (X1) and employee performance (Y). In other words, the more employee recruitment increases, the more employee performance will increase. Furthermore, from the results of the t-test, it was obtained that employee recruitment had a t-count value > t-table. It is known that the sign value is 0.000 < 0.005 and the t-count value is 3.793 > 2.011 so

it can be concluded that H2 is accepted, which means that there is an influence between the Job Placement variable (X2) on Performance (Y).

The Influence of Simultaneous Employee Recruitment and Job Placement on Employee Performance

According to the results of the analysis and data processing carried out on Karawang MSMEs through the distribution of questionnaires to 50 respondents and has been tested so that the simultaneous effect of employee recruitment and job placement on employee performance at Karawang MSMEs can be known. In the F Test that was carried out previously, the results obtained were F-count> F-table (186.501> 3.19) with a sig level of 0.000 <0.005. Thus it can be concluded that the independent variables of employee recruitment and job placement simultaneously have a positive and very significant effect on the dependent variable, namely the performance of Karawang MSMEs employees.

CONCLUSION

the Employee Recruitment Variable (X1) has a positive and very significant influence on the Employee Performance variable (Y) in Karawang MSMEs. the Job Placement Variable (X2) has a positive influence on the employee performance variable (Y), which means that the job placement variable has an influence on employee performance at MSMEs Karawang. the Employee Recruitment Variable (X1) and Job Placement variable (X2) have a positive and significant influence on the Employee Performance variable (Y) in Karawang MSMEs.

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