

**ANALYSIS OF SELECTION, WORK POSITION PLACEMENT AND
RECRUITMENT ON PERFORMANCE MEDIATED BY
JOB SATISFACTION
(Study At Lamongan Police)**

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ABSTRACT

This study aims to analyze the effect of recruitment, selection, and job placement on employee performance, with job satisfaction as a mediating variable at the Lamongan Police Department. The results show that job selection has a positive and significant impact on both performance and job satisfaction. Recruitment also has a significant effect on job satisfaction, but not directly on performance. Job placement has a negative and insignificant impact on both performance and job satisfaction. Job satisfaction mediates the relationship between recruitment and selection on employee performance but does not mediate the relationship between job placement and performance. These findings indicate that effective selection and recruitment processes, along with improved job satisfaction, are crucial in supporting employee performance. The managerial implication of these findings emphasizes the importance of open and transparent selection processes, as well as training and rewards to enhance work motivation within the organization.

Keywords: Recruitment, Selection, Job Placement, Job Satisfaction, and Employee Performance.

INTRODUCTION

In a company, human resources play a crucial role in managing other resources. Because human resources play a crucial role within a company, they must be well-managed. This management includes recruitment, selection, placement, and other processes. Recruitment, selection, and placement activities play a crucial role in a company's success, demonstrating the company's or organization's ability to survive, adapt, and thrive amidst intense competition. According to Hasibuan (2008:28), recruitment is the process of recruiting, selecting, placing, orienting, and inducting employees to effectively and efficiently help achieve company goals. Recruitment is conducted by companies to increase the number of employees within the company. This is because companies continue to grow, requiring new employees to keep up with developments.

In today's modern business world, every company requires high-quality and superior human resources to achieve its vision and mission, as it strives to compete and become a trusted and superior company in its field. Human resources are a system within a system. Everything that happens in human resources, to some degree, affects the larger system. Human resources impact the organization because they are part of the organization (Jack et al., 2011). Of course, obtaining quality human resources is not easy; a series of efforts will certainly be undertaken to achieve such human resources. Related to this, Rivai (2009:01) states in Suwatno et al. (2014:62) that recruitment is essentially the process of identifying and attracting applicants who are capable of working in a company. The overall goal of recruitment in an organization is to obtain the number and quality of employees needed to meet the organization's strategic goals at minimal cost. This process selects individuals who meet the organization's specific needs. This process varies greatly from organization to organization, with each organization implementing different requirements in its selection process (Ike, 2008:15).

According to Mathis and Jackson (2012:261), selection is the process of choosing individuals with the necessary qualifications to fill job openings in an organization. The selection process is the first step for a company to obtain high-performing and qualified employees, thereby effectively supporting the achievement of company goals. This selection process is expected to provide accurate information about the abilities and skills of prospective employees. We also know that the selection process carried out by companies and organizations is not only time-consuming but also requires significant costs. Therefore, many companies and organizations do not want to be burdened with the problems associated with this selection process. Ekwoaba et al. (2015:24). According to Kiruri (2013:213), employee placement is the process of placing new employees within a scope of authority where they will have a fair opportunity for success. Employee placement is crucial in an organization because it affects employee performance. According to Mathis and Jackson (2012:262), job placement is the placement of someone in the right job position. Most importantly, human resource placement must be viewed as a matching process. How well a worker fits a job will affect the quantity and quality of the worker's work. Human resource management is essential for the effectiveness of human resources within an organization.

Performance, on the other hand, is the act of performing work. It can also be defined as work accomplishments, work execution, or the results of work performance. W. Smith, as quoted by Suwanto et al. (2014:196), states that performance is the result of a human process. Sedarmayanti (2011:260) states that performance is the result of an employee's work, a management process, or an organization as a whole. These results must be demonstrated concretely and measurably (compared to predetermined standards). Mangkunegara (2009:67) defines performance as the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. Prawirosentono (2009:54) states that employee performance will be good if they possess high levels of expertise, a willingness to work, adequate compensation/wages, and hope for the future. Theoretically, there are three groups of variables that influence individual performance: individual variables, organizational variables, and psychological variables. The individual variable group consists of abilities and skills, personal background, and demographics.

According to Robbins & Judge (2011), job satisfaction is a general attitude toward one's work, defined as the difference between the amount of rewards an employee receives and the amount of rewards they believe they should receive. This job satisfaction may be what decreases the motivation and work ability of subordinates. Subordinates do not receive what they envisioned when they first applied to the institution. Consequently, subordinates do not enjoy their jobs because they do not receive what they expected. Enjoying their work is one of the keys to realizing the institution's goals, supported by strong motivation and work ability. If the motivation and work ability of employees are not strong, it will be impossible for them to enjoy the work given to them and if they do not enjoy their work, it will be impossible for the agency to realize their ideals or vision, mission. Such things are very closely related in the world of work besides how to create subordinates to enjoy their work, the agency must also be able to create a sense of love for work to subordinates so that the work runs smoothly. In addition to employees enjoying the work itself, employees must also be required to love their work so that the tasks given are completed on time because if employees only enjoy but do not love the work, the results will be less efficient, perhaps employees will do the work with careless techniques because they are not disciplined in carrying out the tasks given to them.

LITERATURE REVIEW

Recruitment and Employee Performance

Recruitment is a crucial process in providing a quality workforce. Employees are the primary determinant of an organization's success, so an appropriate recruitment process can improve employee performance. According to research by Nurhayati (2016), good

recruitment significantly impacts performance improvement, as employees recruited according to needs will be more effective in carrying out their duties.

Selection and Employee Performance

Selection serves to screen prospective employees according to organizational criteria. This process must be objective and transparent to produce a competent workforce. Research by Ginting (2018) shows that well-conducted and appropriate selection has a positive and significant impact on improving employee performance within an organization.

Employee Placement and Performance

Appropriate job placement plays a crucial role in supporting employee performance. As a company grows, the need for specialized personnel increases. According to Goni (2015), placement that aligns with competencies and job positions can optimally improve performance, as employees can work more effectively and be motivated.

Recruitment and Placement on Employee Performance

The combination of recruitment and job placement has a significant impact on achieving optimal performance. Research by Rafi (2015) found that both variables simultaneously have a positive and significant impact on employee performance. This demonstrates the importance of HR management in carefully implementing the recruitment and placement process to achieve company goals.

METHODS

This research method uses a quantitative approach that aims to test the relationship between variables with statistical procedures. The study was conducted at the Lamongan Police Department in January-March 2025. The study population was all people who knew members of the Lamongan Police Department, and the sample was taken using a random sampling technique to represent the characteristics of the population. Based on the guidelines of Hair et al. (2014), with 22 variable indicators, the number of samples required is 100 respondents. This sample was calculated by referring to the number of indicators and the maximum likelihood (ML) estimation technique suitable for Structural Equation Modeling (SEM) analysis.

RESULTS

The following is a further explanation of the results of the hypothesis testing conducted: Hypothesis Testing H1: Job Placement Has a Positive Impact on Employee Performance. The test results show an estimate of -0.047, indicating a negative impact on employee performance. The p-value of $0.496 > 0.05$ and the t-statistic of $0.682 < 1.645$ indicate that the effect of job placement on employee performance is insignificant. Therefore, hypothesis H1, which states that job placement has a positive impact on employee performance, is rejected.

Hypothesis Testing H2: Job Selection Has a Positive Impact on Employee Performance. The test results show an estimate of 1.267, indicating a significant positive impact on employee performance. The p-value of $0.000 < 0.05$ and the t-statistic of $14.236 > 1.645$ indicate a significant and positive relationship between job selection and employee performance. Therefore, hypothesis H2, which states that job selection has a positive impact on employee performance, is accepted.

Hypothesis Testing H3: Recruitment has a positive impact on Employee Performance. The test results show an estimate of 0.050, indicating a positive impact. However, the p-value of $0.658 > 0.05$ and the t-statistic of $0.444 < 1.645$ indicate that the effect of recruitment on employee performance is insignificant. Therefore, hypothesis H3, which states that recruitment has a positive impact on employee performance, is rejected.

Hypothesis Testing H4: Job Placement has a positive impact on Job Satisfaction. The estimate obtained is -0.017, indicating a negative impact on job satisfaction. The p-value of $0.847 > 0.05$ and the t-statistic of $0.193 < 1.645$ indicate that the relationship between job placement and job satisfaction is insignificant. Therefore, hypothesis H4, which states that job placement has a positive impact on job satisfaction, is rejected.

Hypothesis Testing H5: Job Selection has a positive impact on Job Satisfaction. The obtained estimate of 0.654 indicates a significant positive impact on job satisfaction. The p-value of $0.000 < 0.05$ and the t-statistic of $8.842 > 1.645$ indicate that job selection has a significant positive impact on job satisfaction. Therefore, hypothesis H5, which states that job selection has a positive impact on job satisfaction, is accepted.

Hypothesis Testing H6: Recruitment has a positive impact on Job Satisfaction. The test results show an estimate of 0.299, indicating a positive impact on job satisfaction. The p-value of $0.003 < 0.05$ and the t-statistic of $3.034 > 1.645$ indicate a significant positive impact. Therefore, hypothesis H6, which states that recruitment has a positive impact on job satisfaction, is accepted.

Hypothesis Testing H7: Job Satisfaction has a positive impact on Employee Performance. The obtained estimate is -0.566, indicating a negative impact on employee performance. The p-value of $0.000 < 0.05$ and the t-statistic of $3.791 > 1.645$ indicate that job satisfaction has a significant negative impact on employee performance. Therefore, hypothesis H7, which states that job satisfaction has a positive impact on employee performance, is accepted even though the impact is negative.

Hypothesis Testing H8: The Relationship between Job Placement and Employee Performance is Mediated by Job Satisfaction. The obtained estimate of 0.010 indicates a positive impact, but the p-value of $0.850 > 0.05$ and the t-statistic of $0.189 < 1.645$ indicate that the relationship between job placement and employee performance is not significantly mediated by job satisfaction. Therefore, hypothesis H8, which states that the relationship between job placement and employee performance is mediated by job satisfaction, is rejected.

Hypothesis Testing H9: The Relationship between Job Selection and Employee Performance is Mediated by Job Satisfaction. The estimate obtained is -0.170 indicating a negative impact, but the p-value of $0.015 < 0.05$ and t-statistic $2.446 > 1.645$ indicate a significant mediating effect between job selection and employee performance through job satisfaction. Therefore, the hypothesis H9 which states that the relationship between job selection and employee performance is mediated by job satisfaction is accepted.

Hypothesis Testing H10: The Relationship between Recruitment and Employee Performance is Mediated by Job Satisfaction. The obtained estimate of -0.370 indicates a significant negative impact, with a p-value of $0.000 < 0.05$ and a t-statistic of $3.652 > 1.645$ indicating that the relationship between recruitment and employee performance is mediated by job satisfaction, with a significant effect. Therefore, hypothesis H10, which states that the relationship between recruitment and employee performance is mediated by job satisfaction, is accepted. Overall, several hypotheses are accepted and several are rejected based on the results of the analysis. Job selection and recruitment factors are proven to have a significant positive impact on employee performance and job satisfaction, while job placement does not show a significant effect.

CONCLUSION

The results of this study provide managerial implications for the Lamongan Police Department, such as improving integrity through role models from superiors and rewarding employees with high integrity. Furthermore, regular employee training and

awards for high-achieving employees can improve performance. A transparent and integrity-based recruitment process is also crucial. Recommendations for the future include attention to the recruitment process, appropriate placement, and maintaining the quality of facilities to foster job satisfaction. Future researchers are advised to add other variables to enhance the validity and reliability of the research results.

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