THE ROLE OF COMPETENCY IN MEDIATING THE INFLUENCE OF RECRUITMENT, SELECTION, AND PLACEMENT ON EMPLOYEE PERFORMANCE

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Abstract. *This study aims to determine the role of competence in mediating the influence of recruitment, selection and placement on the performance of PT employees. Multi Synergy Milky Way. This study uses a quantitative approach that explains the relationship between variables. The type of data used is primary data through data collection in the field, by distributing questionnaires through google forms. Primary data is data obtained directly from respondents. The sample in this study are employees who work at PT. Multi Synergy Milky Way. The number of samples studied is 150 workers who will be spread into several departments. In this study using a simple random sampling technique (Simple Random Sampling). Data were collected through questionnaires and analyzed with the Structural Equation Model and Sobel Test.*

Keywords: *Recruitment, selection, placement, competence, employee performance*

1. INTRODUCTION

Human resources have a very important role in the development of an organization, where humans who are declared as organizations must make a planned, measurable and rational and professional contribution to encourage the achievement of the vision, mission and goals of the organization in the future. Therefore, highly competent human resources are seen as capable of supporting employee performance improvement and contributing to various program organizations. To obtain good performance results, the recruitment, selection, placement and competency functions can move in line with their performance activities. For this reason, recruitment, selection and job placement are processes to obtain competent human resources to occupy a position or job in a company in order to improve employee performance (Rivai, 2018) . Competence means an ability to carry out work or mandates based on knowledge, skills and supported by the work attitude demanded by the job (Wibowo, 2018) . Therefore recruitment, selection and job placement are an important integrated system that is implemented by every company and organization in managing its employees in order to achieve goals (Suwarto & Subyantoro, 2019) . PT Bimasakti Multi Sinergi is also well known in terms of organizing (mobile transaction solutions) in various Manufacturing, Insurance Multi Finance, Distributor and Micro-Banking businesses in Indonesia (Estadha, 2015) . The employee acceptance system itself still uses the manual. So that it is not uncommon for prospective applicants to have difficulty finding information about job vacancies that are currently needed by the company. In fact, for 17 years PT Bimasakti Multi Sinergi has been engaged in fintech-based services. In addition, they have to carry out an offline system in carrying out the search process which is less practical because it requires more costs and time when compared to the online system (Meiditya, 2021) . Human Resource Management (HR) of a company influences many factors that determine the success of the company's performance, including recruitment, selection and job placement through work competence (Prasetya & Nurhidayat, 2020) .

2. LITERATURE REVIEW

According to Kinicki & Fugate (2018) performance is the result of work in quality and quantity achieved by an employee in carrying out work in accordance with the responsibilities given to him. According to Marwansyah (2016) performance is the desire for achievement of a person who is pleased with all the tasks assigned to him. Meanwhile, according to Sudarmanto et al. (2022) performance is something that people actually do and can be observed. In this sense includes the implementation of actions and behaviors that are relevant to organizational goals.

Handoko (2012) , stated that recruitment is an attempt to find and influence the workforce, so that they want to apply for jobs in a company. Recruitment is basically an attempt to fill vacant positions or jobs within an organization or company, for this reason there are two sources of labor, namely sources from outside (external) of the organization or from within (internal) of the organization.

According to Rivai & Sagala (2013) selection is an activity in HR management that is carried out after the recruitment process has been completed. Yusuf (2015) concluded that in general selection is the process of selecting a workforce from incoming applicants, where applicants will be selected according to the qualifications, goals, and needs of the company through stages of tests carried out by the company. Yusuf (2015) explained that selection activities have a very strategic and important meaning for companies.

Sunyoto (2012) states that placement is a process or filling in positions or reassigning employees to new assignments or positions or different positions. Most of the placement decisions are taken by the line manager, in this case the employee's direct supervisor. Meanwhile, according to Rivai (2018) , employee placement means allocating employees to certain positions, this is specifically for new employees. Whereas for old employees, this means maintaining the old position or moving to a new position.

Mulyani (2014) argues that work competence is the result of the work of a worker, a management process or an organization as a whole, where the work results must be able to show concrete evidence and can be measured (compared to predetermined standards). According to Wilson (2012) , work competence is the result of work that has a strong relationship with the goals of the organization's strategy. Managing work competencies has become the subject of feelings about the value of work competencies, measurement and management, as well as being an area of growth in public administration and management (Walle & Cornelissen, 2014) .

RESEARCH MODEL

The research model in this study is:

Thought making
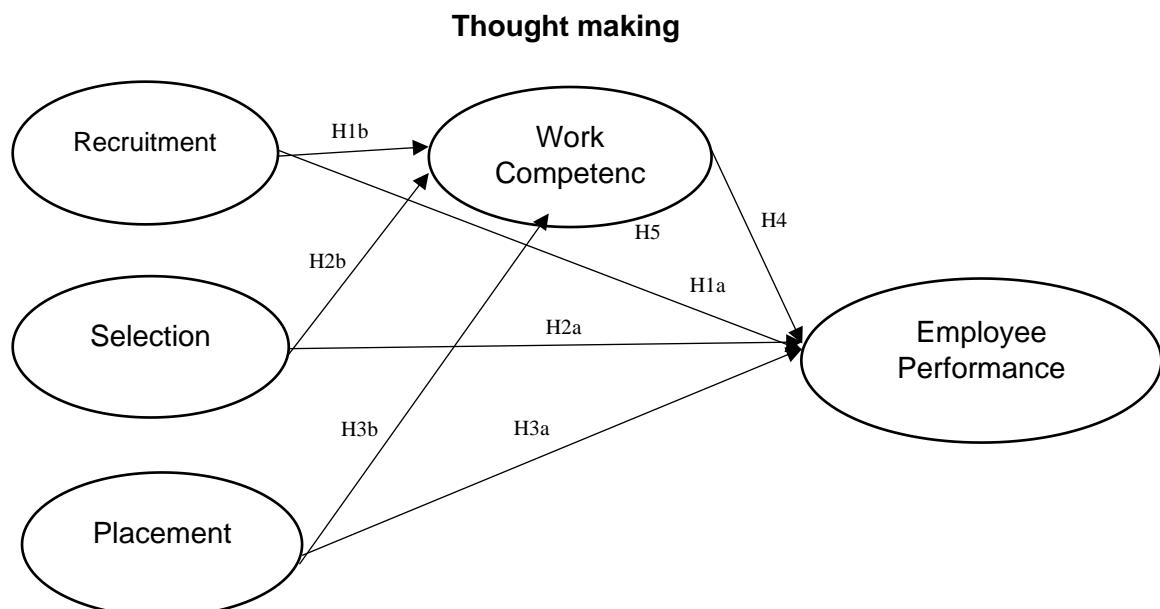
From the above scheme it can be explained, there is one X (Independent) variable, namely job recruitment, job selection, and job placement, Z (mediation) variable on work competence and Y (dependent) variable on employee performance.

3. RESEARCH METHODS

This research was conducted at PT. Bimasakti Multi Sinergi using a quantitative approach and distributing questionnaires through the Google form. The population in this study are employees who work at PT. Bimasakti Multi Sinergi with a total sample of 150 workers who will be absorbed into several departments. In this study using a simple random sampling technique (*Simple Random Sampling*), namely taking samples from the population randomly based on the vulnerability of all members of the population (Sekaran & Bougie, 2020) . Taking sample on study This use amplified non *-probability sampling* on *purposive sampling,* sample chosen through category used.

This study used validity and reliability tests. The validity test in this study was carried out using Confirmatory Factor Analysis (CFA), where in this study it was tested in two tests, namely exogenous construct CFA, and endogenous construct CFA. Furthermore, the reliability test in this study included Construct Reliability (CR) and Average Variance Extracted (AVE) tests. After the data is valid and reliable then do the Structural Equation Modeling (SEM) test.

4. RESULTS AND DISCUSSION
1. The Effect of Recruitment on Employee Performance

According to Rivai (2018), recruitment is the process of obtaining several quality human resources to occupy a position or job in a company. In fact, according to Handoko (2012a), recruitment is an important issue in labor procurement. If successful recruitment means that many applicants submit their applications, the opportunity to get good employees is wide open, because companies can choose the best from the good ones. Dessler (2015) further argued that recruitment is a process of replacing positions to be filled in the organization, and how to fill them. According to Richardson (2012), the indicators developed in his research are organizational policies, recruitment planning, recruitment methods, procedures, implementation time, recruitment sources, and recruitment constraints. Other communication indicators according to Yulasmi (2019) are: Recruitment sources, Recruitment media, Time and costs used. The indicators are the basis of recruitment, sources of recruitment, and methods of recruitment.

The purpose of recruitment according to Rivai (2018) is to accept as many applicants as possible in accordance with the qualifications of the company's needs from various sources, so as to enable the recruitment of the highest quality prospective employees with work competence from the best.

The results of previous research conducted by Ekwoaba et al. (2015) ; Yullyanti (2011) ; Aziz et al. (2017) shows that recruitment entries have a significant effect on organizational performance. Other research conducted by Yulasmi (2019) & Lina (2020) also states that recruitment and work competence have a significant effect on employee performance.
Based on the description above, the hypothesis can be made as follows:

H1a: Recruitment affects employee performance.
H1b: Recruitment has an effect on workload.

2. Effect of Selection on Employee Performance

Yusuf (2015) explained that selection activities have a very strategic and important meaning for companies. If this process is carried out in accordance with the principles of HR management, then the selection process will be able to produce employees who have work competence and can make a positive contribution to the company.

The results of previous research conducted by Ombui et al. (2014) ; Yullyanti (2011) ; Aziz et al. (2017) stated that the correlation between employee performance (employee performance) and selection is very significant. Other research conducted by Anshori (2018) also states that work absorption and competence have a significant effect on employee performance. Based on the description above, the hypothesis can be made as follows:

H2a: Selection affects employee performance.
H2b: Selection affects workload

3. Effect of Work Placement on Employee Performance

The human resource manager places an employee or prospective employee with the aim of making the employee concerned more efficient in carrying out the assigned work, as well as increasing work competence as a basis for the smooth running of tasks (Wilson, 2012) .

The results of previous research conducted by Teresia & James (2013) ; Suwarto & Subyantoro (2019) ; Arifin et al. (2020) shows that there is a significant influence between placement practices on work results/performance. Other research conducted by Wulandari (2016) also states that work placement and work competence have a significant effect on employee performance. Based on the description above, the hypothesis can be made as follows:

H3a: Work placement affects employee performance.
H3b: Work placement affects work competence.

4. Effect of Work Competence on Employee Performance

Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job (Handoko, 2012a). Some empirical content research results mention several indicators used for competence as stated by Efendi et al. (2017); Irianto (2021) , indicators: drive for achievement, honesty, attitude of responsibility, knowledge in the field of work, skills in work. The results of other empirical research findings from Tigor & Ghozali (2015) , the indicators used are knowledge, skills and attitudes. Whereas Memi & Murni, (2019) mentions the competency indicators as follows: Knowledge, Expertise, Characteristics, Image, Individual Views, and Motives. Based on the description above, the hypothesis can be made as follows:

H4: Work competence affects employee performance.

5. The Effect of Work Competency Mediation through Recruitment, Selection, and Work Placement on Employee Performance

According to Rivai & Sagala (2013) selection is an activity in HR management that is carried out after the recruitment process has been completed. This means having collected a number of applicants who meet the requirements and then choose which ones can be designated as employees in a company. This selection process is called selection. The selection process as a means used in deciding which candidate will be accepted.

Placement is a follow-up to selection, namely placing prospective employees who are accepted (passing selection) in positions/jobs that require them and at the same time delegating them to that person. Thus, the prospective employee will be able to carry out his duties in the position in question (Handoko, 2020) .

The results of previous research conducted by Arifin et al., (2020); Arthur et al. (2017); Suwarto & Subyantoro (2019); Tigor & Ghozali (2015) , showed that recruitment, selection, and job placement simultaneously have a significant effect on employee performance. Based on the description above, the hypothesis can be made as follows:

H5: Effect of Work Competency Mediation between Recruitment, Selection, and Work Placement on Employee Performance.

CONCLUSION

This study obtains a research hypothesis which can be formulated in research that recruitment has an effect on employee performance. Selection affects employee performance. Selection affects the workload. Work placement affects employee performance. Work placement affects work competence. Work competence affects the performance of employees. The Effect of Work Competency Mediation between Recruitment, Selection, and Work Placement on Employee Performance.

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