

## THE EFFECT OF RECRUITMENT, PLACEMENT AND MOTIVATION ON EMPLOYEE PERFORMANCE AT PDAM TIRTA JENEBERANG, GOWA REGENCY

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### ABSTRACT

*This study aims to find out and analyze the Influence of Recruitment on Employee Performance, Placement on Employee Performance, and Motivation on Employee Performance at PDAM Tirta Jeneberang, Gowa Regency. This type of research is a quantitative research with a sample of 43 respondents using a questionnaire as data collection. The analysis used is Multiple Linear Regression Analysis using the SPSS Version 24 application. The results of the study show that: 1. Recruitment has a positive and significant effect on employee performance, 2. Placement has a positive and significant effect on employee performance, and 3. Motivation has a positive and significant effect on employee performance.*

**KEYWORDS** Recruitment, Placement, Employee Motivation and Performance



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### INTRODUCTION

Human resources (HR) are very important in achieving goals. Generally, company leaders expect good performance from each employee in carrying out their duties and functions given by the company. The company knows that human resources are the basic capital in the company's development process, therefore the quality of human resources must always be developed so that the company's goals are achieved.

Performance is the result of quality work that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. Performance is the real foundation in an organization or company because if there is no performance, the goals of the organization or company cannot be achieved. Performance needs to be used as evaluation material for leaders to find out the high

**How to cite:**

**E-ISSN:**

Iqwani Khaeratunisa, Muhammad Rusydi, Agussalim Harrang. (2025). The Effect of Recruitment, Placement And Motivation on Employee Performance at PDAM Tirta Jeneberang, Gowa Regency. *Journal Eduvest*. 5(3), 2744-2755  
2775-3727

and low performance in the organization or company, the results or the overall success rate of a person during a certain period in carrying out tasks compared to various possibilities, such as work performance standards, targets or objectives or criteria that have been determined in advance and have been mutually agreed.

Recruitment is a strategic and systematic process carried out by organizations to attract and select the right individuals, according to the needs of the organization, with the aim of filling available job positions and supporting the effective achievement of organizational goals, Cen (2022). Quality recruitment can attract potential employees from different backgrounds, organizations can acquire a diverse team in terms of perspectives, thoughts, and experience. This diversity can enrich innovation, creativity, and organizational problem-solving. In addition, organizations that are able to create an inclusive and inclusive work environment and pay attention to diversity tend to have higher levels of employee satisfaction, which in turn can increase employee motivation, loyalty, and performance.

According to Gary Dessler in Jasiyah (2022), placement is the process of allocating the right individuals with appropriate jobs based on their qualifications, skills, and abilities. It involves the needs of the organization and placing them in the appropriate position within the company. According to Hidayat et al. (2023), employee performance is the result of employee efforts that are influenced by the ability and perception of roles and duties. One of the efforts to improve performance is the management of human resources with recruitment, placement and motivation. Recruitment is a process of gathering a number of applicants who have qualifications that are in accordance with the company's needs, to be employed in the company.

Motivation is a state of mind, feeling, or internal impulse that encourages a person to do work with passion, dedication, and high performance (Indahningwati and Nugroho, 2020). Motivation, in addition to involving psychological factors as well as social, and economic factors that affect the individual's desire to work and achieve the goals set

Several research results have been described related to motivation, recruitment and placement on employee performance where there are results that have a significant effect and some are insignificant, so this is interesting to be researched at the Gowa Regency Regional Drinking Water Company Office. Considering from the observation results that there is a decrease or lack of optimal employee performance because there is an ineffective recruitment process so that the expected goals cannot be achieved as expected by the agency, when effective recruitment tends to be able to encourage better employee performance.

Likewise, the placement phenomenon also affects the performance of employees at the Regional Drinking Water Company Office of Gowa Regency, it is still seen from the company selecting employee applicants who have been selected but are not placed in positions based on existing conditions in the company. Considering that there are many potential workers available but very few have adequate qualifications.

Work motivation There are several symptoms that occur in some employees such as a lack of employee morale, including often being late, often leaving working

hours and employees being slow to complete a job. This shows a decrease in work motivation so that it has a negative impact on employee performance

If the company already has an overview of the results of the work analysis and work design that is in accordance with the company's needs and goals. So the task of the HR department is to fill positions with suitable and qualified human resources for the job through the recruitment process. The implementation of recruitment is a very important, crucial task, and requires great responsibility. This is because the quality of the human resources that the company will use depends largely on how the recruitment procedure is implemented.

Based on the phenomenon that has occurred and has been described, it is interesting to re-examine it. This research will solve how the influence of recruitment, placement and motivation on employee performance at the Gowa Regency Drinking Water Regional Company Office.

## RESEARCH METHOD

The type of research used in this study is quantitative research. According to Sugiyono (2022), the quantitative method can be interpreted as a research method based on the philosophy of positivism, used to research on a specific population or sample, data collection using research instruments, quantitative or statistical data analysis, with the aim of describing and testing the hypothesis that has been determined.

## RESULT AND DISCUSSION

### Analysis of Research Results

#### *Validity Test of Research Instruments*

The validity aims to determine the level of validity of the instruments used in the research. Through the validity test, it will be known whether the question items presented in the questionnaire are really able to reveal definitively about the problem being researched. A technique that can be used to test validity is by item analysis, where each value in each question item in the questionnaire is correlated with the total value of all question items for a variable, using the Product Moment formula.

How to test validity by using the Product Moment formula with a significance level of 0.05. If  $r_{xy} > a$  table then the data is valid, but if  $r_{xy} < a$  table then the data is invalid. The validity can also be known from the significance of the correlation results, if the significance of the correlation results is less than 0.05, then the test is a strong construct. Based on the data obtained in the study, the results of testing the validity of the research instrument are as follows:

**Table. 1. Recapitulation of Validity and Reliability Test Results**

Variable	Items	r	Sig.	Information	Reliability	Information
Recruitment	X1.1	0.894	0.000	Valid	0.864	Reliable
	X1.2	0.906	0.000	Valid		
	X1.3	0.869	0.000	Valid		
Placement	X2.1	0.834	0.000	Valid	0.656	Reliable

	X2.2	0.656	0.000	Valid		
	X2.3	0.823	0.000	Valid		
<b>Motivation</b>	Y1.1	0.949	0.000	Valid	0.934	Reliable
	Y1.2	0.917	0.000	Valid		
	Y1.3	0.957	0.000	Valid		
	Y2.1	0.912	0.000	Valid		
<b>Employee performance</b>	Y2.2	0.883	0.000	Valid	0.907	Reliable
	Y2.3	0.895	0.000	Valid		
	Y2.4	0.811	0.000	Valid		
	Y2.5	0.772	0.000	Valid		

Source : appendix 3 of the validity and reliability test results.

Based on Table, it can be seen that the research instruments for all items and variable indicators are valid.

#### ***Reliability Test of Research Instruments***

Reliability is an index that shows the extent to which a measuring tool can be trusted or relied upon. A new measuring tool can be trusted and relied upon when consistent results are obtained from unchanged measurement symptoms performed at different times. To conduct reliability tests, the Alpha Cronbach technique can be used, where a research instrument is said to be reliable if it has a reliability coefficient or alpha of 0.6 or more.

Based on the results of the reliability test of the research instruments, as shown in Table 4.7, the test results show that all research instruments are reliable. It can be seen that all variables of this study have a reliability coefficient/alpha greater than 0.6. When the results of this reliability test are associated with the reliability coefficient index criterion according to Arikunto (1998), it shows that the reliability/alpha of the research instrument is high. Thus, the research data is valid and suitable for testing research hypotheses.

#### **Regression Analysis and Hypothesis Testing**

##### ***Regression Analysis***

Regression analysis was carried out to prove the hypothesis proposed in this study, namely to analyze the influence between independent variables on bound variables, to test the research hypothesis that had been put forward previously.

The basis for hypothesis testing in this study uses the probability value of good for partial testing. In general, the hypothesis put forward in this study is as follows:

Ho: There is no effect between the independent variable and the bound variable

Ha: There is an effect between the independent variable and the bound variable

The basis for the decision is:

$P \leq 0.05$ , take a ditolak.

$P > 0.05$ , then Ho is accepted

Testing this hypothesis is carried out by multiple linear regression statistical analysis techniques, from the results of computer processing of the SPSS for

Windows sub-program which will be presented through significance tables, following an explanation in accordance with the hypothesis that has been formulated.

### Hypothesis Testing

Based on the empirical model proposed in this study, testing of the hypothesis proposed through regression coefficient testing can be carried out. The test results in Table 4.8 are hypothesis tests by looking at the p value, if the p value is less than 0.05, then the influence between the variables is significant. The test results are presented in the following table:

**Table 2. Hypothesis Testing**

HIP	Independent Variables	Dependent Variables	Regression Results				
			B	Beta	T hit	P-value	Information
H1	Recruitment	Employee performance	0,561	0.578	6.894	<0.001	Signifikan
H2	Placement	Employee performance	0.463	0.386	5.845	<0.001	Signifikan
H3	Motivation	Employee performance	0.250	0.263	3.219	0.003	Signifikan
R = 0.918							
R Square = 0.843							
F = 69,801		Sig = 0.000					
Regression equations			$Y = -1,239 + 0,561X_1 - 0,463X_2 + 0,250X_3 + \epsilon$				

Source: Appendix 4

The whole model of the three hypothesized direct influences is all significant. The interpretation of Table 5.8 can be explained as follows:

- Recruitment has a significant positive influence on employee performance with  $P = 0.000 < 0.05$  with a coefficient value of 0.561, this coefficient shows that the better the recruitment, the better the performance of employees at the PDAM Gowa Regency office will also increase
- Placement has a significant positive influence on employee performance with  $P = 0.000 < 0.05$  with a coefficient value of 0.463, this coefficient shows that employee placement in the Gowa Regency PDAM office can improve employee performance.
- Motivation has a significant positive influence on employee performance with  $P = 0.003 < 0.05$  with a coefficient value of 0.250, this coefficient shows that the better the employee's work motivation, the better the employee's performance will be.
- Significant F test with  $\text{Sig} < 0.05$ , meaning that the model built describes the conditions at the research site or the results of this research can be generalized to the Gowa Regency PDAM office

- e. R Square produced a value of 0.843, meaning that the model built described the conditions at the research site by 84.3% and the remaining 15.7% were facts beyond the researcher's ability or there were still things that the researcher did not include as indicators of each research variable.

### Classic Assumption Testing

To obtain an unbiased and efficient estimator value of a multiple regression equation, the data must meet the following classical assumption criteria:

#### 1. Multicollinearity

Multicollinearity is a state where there is a very high correlation between free variables in the regression equation. According to Gujarati (1999:157) multicollinearity means that there is a high correlation (close to perfect) between free variables. To detect the presence or absence of multicollinearity is done by looking at VIF (Variance Inflating Factor), if the VIF value is less than 5, then multicollinearity does not occur in the model (Santoso, 2003 and Sulaiman, 2004).

**Table 2. Multicollinearity Test**

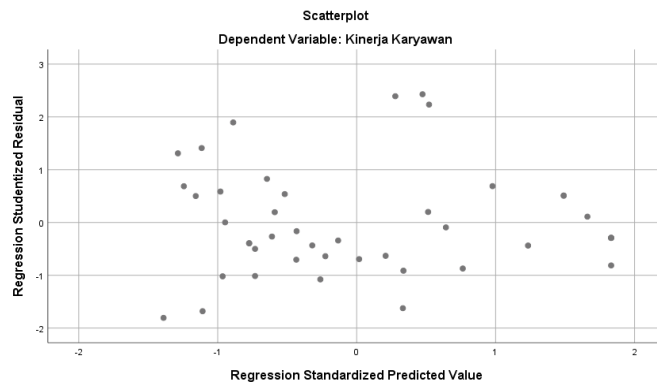
Independent variable	Tolerance	VIF	Information
Recruitment	0.572	1.749	Non Multicollinearity
Placement	0.924	1.082	Non Multicollinearity
Motivation	0.602	1.662	Non Multicollinearity

Source : Appendix 4

Based on Table, it is known that none of the VIF values exceed the value of 5, thus it can be concluded that there is no multicollinearity.

#### 2. Heterokedasticity

Heterokedasticity will result in the estimation of regression coefficients to be inefficient. The results of the assessment will be less than they should be. Heterokedasticity contradicts one of the basic assumptions of linear regression, which is that residual variation is the same for all observations or called homoskedasticity (Gujarati, 1999). The diagnosis of heterokedasticity can be made by paying attention to residual (\*ZRESID) and predicted variables (\*ZPRED). If the distribution of points in the plot is scattered around zero (0 on the Y axis) and does not form a specific pattern or trend of the line, then it can be said that the model does not meet the assumption of heterokedasticity or the regression model is said to be qualified for prediction (Santoso, 2003 and Sulaiman, 2004). Heterokedasticity was tested using Scatterplot charts. The results of the heterokedasticity test are shown in figure below:



**Figure 1. Heterokedasticity Test**

Source: appendix 5 (2024)

Based on the figure, it can be seen that there is no heteroscedasticity because there is no clear pattern, and the points are spreading. The basis for making the decision is:

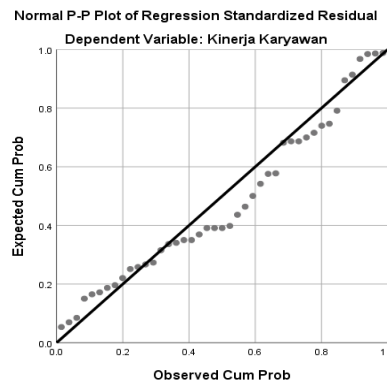
- If there is a certain pattern that forms a certain pattern that is regular, then heteroscedasticity occurs
- If there is no clear pattern and the points are spreading, then heteroscedasticity does not occur.

### 3. Normality

The normality test is used to detect whether the data distribution of the free variable and its bound variable is normal. The normality test is intended to see whether the analyzed data has a residual value that is around zero (normal data) or not. If it is around zero, then the assumption of normality is fulfilled, and vice versa (Yarnest, 2004). A good regression model is to have a normal or near-normal data distribution. To test or detect this normality, it is known from the normal view of the probability plot. If the data is spread around the diagonal line and follows the direction of the diagonal line, then the regression model meets the assumption of normality. If the data spreads far away from the diagonal line, then the regression model meets the assumption of normality. If the data spreads far away from the diagonal line and/or does not follow the direction of the diagonal line, then the regression model does not meet the assumption of normality.

Based on the normal graph of the probability plot as presented in appendix 4 can be described as follows:





**Figure 2. Normality Test**

Source: appendix 5 (2024)

It can be seen that the dots spread around the diagonal line, as well as the spread follows the direction of the diagonal line. So that the regression model deserves further analysis.

## Discussion

This discussion is focused on the decisions resulting from hypothesis testing, as an effort to answer the formulation of research problems. The results of the analysis of the hypothesis test are described as follows:

### *The Effect of Recruitment on Employee Performance*

To answer the formulation of the problem and the first hypothesis, it can be observed from the results of regression analysis in Table 4.8. The table shows that recruitment has a significant positive effect on employee performance. This shows that the better the recruitment, the better the performance of employees at the PDAM Gowa Regency office. This finding is in line with the results of research conducted by Sri Langgeng Ratnasari, Puji Rahayu, Suryadinata and Yannik Ariyanti (2022) showing that recruitment has a positive and significant effect on employee performance. However, contrary to the results of research conducted by Shalahuddin, Nikolaus Likuwatan Werang, Suaib, Huriati, Jeni Kamase (2022) shows that recruitment has a negative and significant effect on employee performance.

The results of descriptive statistics of recruitment variables show that the indicator of employee withdrawal method is the indicator that has the highest average of recruitment variables. This indicates that this method of withdrawing employees is often used to find prospective employees who have the ability to be effective in the organization.

Based on the researcher's observations, the facts at the research site show that the recruitment is in accordance with the effective qualification requirements carried out to recruit qualified and potential prospective applicants who have the knowledge, skills, and abilities in accordance with the predetermined job requirements.



### ***The Effect of Placement on Employee Performance***

To answer the formulation of the problem and the second hypothesis, it can be observed from the results of regression analysis in Table 4.8. From the table shows that placement has a significant positive effect on employee performance, The results of this finding show that employee placement at the Gowa Regency PDAM office can improve employee performance. This finding is in accordance with the results of research conducted by Nur Liska Aliya Putri (2022) showing that placement has a positive and significant effect on employee performance. However, contrary to the results of research conducted by Cahya Nurjana, Sungkono (2023) which shows that placement has no effect on employee performance.

The results of the descriptive statistics of the placement indicator variable show that the work knowledge indicator has the highest average value of the placement variable, this means that employees tend to have high work knowledge towards the given tasks.

Based on the researcher's observations, the facts in the research site show that employees are placed according to their abilities, organizations can increase productivity in suitable roles and work efficiently, produce higher output and make a greater contribution to the office or organization. By placing employees in appropriate positions, organizations can minimize the skills gap and optimize the utilization of human resources.

### ***The Effect of Motivation on Employee Performance***

To answer the formulation of the problem and the third hypothesis, it can be observed from the results of regression analysis in Table 4.8. From the table showing that motivation has a significant positive effect on employee performance, the findings of this study show that the better the employee's work motivation, the better the employee's performance will be. This finding is in accordance with the results of research conducted by Nurmin Arianto, Hadi Kurniawan (2020) showing that motivation has a positive and significant effect on employee performance. However, contrary to the results of research conducted by Feryyan Harbiato, Didin Hikmah Perkasa (2023) shows that motivation has a positive but not significant effect on employee performance.

The results of the descriptive statistics of the motivation variable show that the indicator of the need for a sense of security has the highest average of the motivation variable, this means that employees need a sense of security when doing their work.

Based on the researcher's observations, the facts at the research site show that employees need work motivation to encourage employee passion and enthusiasm to increase work productivity, create a good atmosphere and work relationship so that employee performance becomes better.

## **CONCLUSION**

Based on the results of the research and data analysis above, the following conclusions can be drawn: 1. Recruitment has a positive and significant effect on employee performance, this shows that the more effective the recruitment, the better the performance of the employee. 2. Placement has a positive and significant effect

on employee performance, this shows that placing employees according to their abilities, especially work knowledge, will increase productivity and make a greater contribution to the office. 3. Motivation has a positive and significant effect on employee performance, this shows that employees need motivation in the form of support and appreciation after completing their work in order to increase employee morale and job satisfaction.

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