



EFFECT OF RECRUITMENT PROCESSES, PLACEMENTS, WORK EXPERIENCE AND EMPLOYEE DISCIPLINE ON EMPLOYEE WORK ACHIEVEMENT IN THE DEPARTMENT OF POPULATION AND CIVIL REGISTRATION OF KARIMUN DISTRICT IN 2020

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Abstract

This study aims to determine: (1) the effect of the recruitment process on employee job performance at the Population and Civil Registration Service, (2) the effect of employee placement on employee performance at the Population and Civil Registration Service, (3) the effect of employee discipline on achievement Employee work at the Department of Population and Civil Registration, (4) the effect of work experience on employee performance at the Department of Population and Civil Registration, (5) the effect of the recruitment process on the placement of staff at the Department of Population and Civil Registration, (6) the effect of the recruitment process on employee discipline at the Department of Population and Civil Registration, (7) the effect of the recruitment process on work experience at the Department of Population and Civil Registration, (8) the effect of employee placement on work discipline at the Department of Population and Civil Registration, (9) the effect of employee placement on work experience at the Office Citizenship and Civil Registration, (10) the influence of employee discipline on work experience at the Department of Population and Civil Registration, (11) the effect of the recruitment process, placement, employee discipline and work experience on employee work performance at the Population and Civil Registration Service, (12) the effect of the recruitment process on employee placement through employee job performance at the Population and Civil Registration Service. This study uses research. quantitative by associative method. The data collection techniques in this study were questionnaires and interviews. The sampling technique used was probability sampling technique, namely stratified random sampling at the Department of Population and Civil Registration with a total of 50 respondents. The validity and reliability of the questionnaire data have been tested.

Keyword: *effect of recruitment processes, placements, work experience*

1. INTRODUCTION

Organizations or companies always have various kinds of goals to be achieved. To achieve organizational goals, one of which requires quality human resources. In order to obtain quality human resources, these human resources must be managed properly. Because good and correct management will produce quality human resources and quality resources will have good work performance so that they can support the company in achieving its goals. Managing human resources within the company is part of the human resource management task. Human resource management is the process of planning, organizing, directing, controlling labor procurement, developing, integrating, maintaining, and terminating employment with human resources to achieve individual, organizational and community goals. Therefore managers must ensure that the company or an organization has the right workforce in the right place, and at the right time, who

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has the ability to complete tasks that will help the company to achieve its overall goals with good performance. One of the activities in human resource management is Recruitment.

The benefit of recruitment is that it has the function of "The Right Man on The Right Place" which must be a guide for managers in placing workers in their company. Failure to recruit will be an obstacle to the process of achieving company goals. Thus the recruitment process must really be carried out because it involves a long-term process for the workforce. The success of a company is largely determined by the knowledge, skills, and cooperation of several employees. In improving the quality of work results, it is not emphasized on products (goods or services) that are produced and marketed, but involves all types of organizational activities involved, especially how a work team is able to produce positive synergies through coordinated efforts. Human resource management is indispensable for the effectiveness of human resources in a company. The purpose of this is to provide the organization with an effective work unit to achieve the objectives of the study of company management on how the company should be able to develop, use and maintain employees in constant quality and quantity. Human resource management is indispensable for the effectiveness of human resources in an organization. The purpose of this is to provide the organization with an effective work unit to achieve the objectives of the study of company management on how the company should be able to develop, use and maintain employees in constant quality and quantity.

Therefore, company management must be able to understand how best to manage employees who come from different backgrounds, skills and abilities so that employees can work in accordance with the skills and jobs given. Recruitment One of the most important activities in human resource management is the activity of getting the right people for the company (recruitment). Both large and small companies pay great attention to the employee recruitment process because employees are one of the important capital (human capital) for the company. Generally large companies have their own divisions which are held as special divisions that handle recruitment that specifically handle employee recruitment. This division is under the control of the HR Department, so that every activity carried out by the recruitment division is always under the control of the HR Department.

According to Veithzal Rifai (2009), recruitment is a process or action taken by a company to get additional employees who go through stages that include identification and evaluation of sources of employee withdrawal, determining the employee needs the company needs, the selection process, placement and orientation. employees. Development Development is an effort to improve technical, theoretical, conceptual and moral abilities of employees in accordance with the needs of the job / position through education and training (Malayu S.P. Hasibuan, 2006). Human resource development is an activity that organizations must carry out so that their knowledge, abilities and skills are in accordance with the demands of the work being carried out. Development is the process of gaining experience, expertise, and attitudes to achieve success in an organization. This of course raises actions to carry out learning activities continuously. Exercises that are intended to improve the mastery of various skills and techniques for carrying out certain work in a relatively short time (short). Generally, an exercise seeks to prepare employees to do the jobs at that time they are faced. If employee development is not paid attention to, the result is a high enough accident or waste rate, low morale and motivation or other operational problems. Whatever the form of development, the program should meet the organizational and individual needs of the



participants. For program content to be effective, learning principles must be observed. These programs should be participatory, relevant, repetitive and provide feedback on the progress of the trainees.

The more these principles are fulfilled, the more effective an exercise is, although we must still be aware of differences in the individual abilities of the trainees. Placement According to Hasibuan (2006), employee placement is a follow-up to the selection process. Employee placement is the process of placing prospective employees who are accepted into positions / jobs that require them. According to Ardhana et al. (2012), "Placement is a process of assigning tasks and jobs to employees who pass the selection to be carried out continuously and the inherent authority and responsibility of the portion and composition set and being able to account for all risks that may occur on assignments and jobs. ". Job Performance In the large Indonesian dictionary it is said that Job Performance is a synonym for work performance (Performance), which is the ability to do something according to a set standard. The term work performance comes from the word job performance or actual performance (actual work performance or achievement achieved by someone). According to Mangkunegara (2004), said that work performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. It can be concluded that the work performance of an individual's success in doing his job can be seen in terms of the dimensions of attachment, planning skills, work effort and overall achievement.

2. IMPLEMENTATION METHOD

The research location in Karimun Regency, Riau Islands Province, Indonesia, involved employees who worked at the Department of Population and Civil Registration in the area. In collecting data for quantitative analysis, this study uses questionnaires and interviews. The sample in this study were civil servants as many as 50 respondents. This study uses variance-based tools, Structural Equation Modeling (SEM) techniques or better known as SEM PLS (Partial Least Square) and is assisted by SMART PLS 33.3.M3 software. The data collection technique used the proportionate stratified random sampling technique where the technique was used if the population had members / elements that were not homogeneous and proportionally stratified.

Structural Equation Modeling with Partial Least Square (SEM-PLS) is an alternative technique in SEM analysis where the data used does not have a multivariate normal distribution. In SEM with PLS the value of the latent variable can be estimated according to the linear combination of the manifest variables associated with a latent variable and is treated to replace the manifest variable. According to Monecke & Leisch (2012) in Sarwono and Narimawati (2015: 6), SEM with PLS consists of three components, namely:

- a. Measurement model (outer model) The measurement model or outer model describes the relationship between latent variables and their manifest variables (indicators). In the outer model, there are two types of models, namely the formative indicator model and the reflexive indicator model. The reflexive model occurs when the manifest variable is influenced by latent variables, while the

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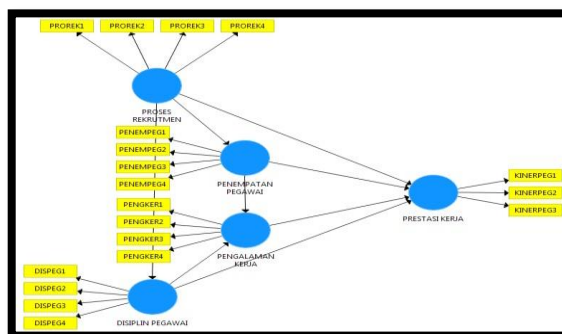
- formative model assumes that the manifest variable affects the latent variable with the direction of causality flowing from the manifest variable to the latent variable.
- b. The structural model (inner model) The structural model or inner model describes a model of the relationship between latent variables which is formed based on the substance of the theory.
 - c. Weighting scheme. (weight relation) This third part is a special feature of SEM with PLS and does not exist in covariance-based SEM. According to Abdillah and Jogyanto (2015: 153), the weight relation score shows the relationship between the value of the variance between the indicator and the latent variable.

3. RESULTS AND DISCUSSION

Structural Model Design (Inner Model)

Description of the latent variables and their manifest variables are as follows: 1) Exogenous latent variables The recruitment process (X1) has four manifest variables (indicators). 2) Exogenous latent variable. Employee placement (X2) has four manifest variables (indicators). 3) the exogenous latent variable of Employee Discipline (X3) has four manifest variables (indicators). 4) the exogenous latent variable Work Experience (X4) has four manifest variables (indicators). And 5) Endogenous latent variables Employee Performance Process (Y) has three manifest variables (indicators). When evaluating the measurement model for respondents to employees at the Population and Civil Registration Service, the indicators used are all valid and reliable. So that a suitable structural model is obtained for this study, namely as follows:

Figure 3.1 research model design



Source: processed primary data output

Research construct measurement model (Outer model)

The evaluation of the measurement model consists of 3 (three) stages, namely the convergent validity test, the discriminant validity test and the composite reliability test.

Convergent Validity Test

Convergent Validity Test Testing the validity of reflective indicators can be done by using the correlation between the indicator score and the construct score. Measurements with reflective indicators show that there is a change in an indicator in a construct when other indicators in the



same construct change. Following are the results of calculations using the PLS 3.0 smart computer program

	RECRUITMENT PROCESS	EMPLOYEE PLACEMENT	WORK EXPERIENCE	EMPLOYEE DISCIPLINE	WORK PERFORMANCE
PROREK1	0,996				
PROREK2	0,668				
PROREK3	0,524				
PROREK4	0,234				
PENEMPEG1		0,222			
PENEMPEG2		0,556			
PENEMPEG3		0,654			
PENEMPEG4		0,586,			
PENKER1			0,235		
PENKER2			0,734		
PENKER3			0,579		
PENKER4			0,143		
DISPEG1				0,235	
DISPEG2				0,346	
DISPEG3				0,678	
DISPEG4				0,766	
PRESTASI KERJA1					0,988
PRESTASI KERJA2					0,789
PRESTASI KERJA3					0,754

Table 3.1. Output Result for Outer Loading Source: Smart PLS 3.3.3 processed primary data output

According to Chin (1998) in Sugiyono (2015: 28), a correlation can be said to meet convergent validity if it has a loading value of greater than 0.5. The output shows that the loading factor provides a value above the recommended value of 0.5. So that the indicators used in this study have met the convergent validity.

Discriminant Validity Test

For reflective indicators, it is necessary to test the validity and discriminant validity by comparing the values in the cross loading table. An indicator is declared valid if it has the highest loading factor value for the construct in question compared to the loading factor value for other constructs.

Figure 3.2. Cross Loading Output

	Sampel Asli (O)	Rata-rata Sam...	Standar Devias...	T Statistik (O/...	P Values
DISIPLIN PEGAWAI -> KINERJA PEGAWAI	0.275	0.267	0.168	1.638	0.102
PENEMPATAN PEGAWAI -> DISIPLIN PEGAWAI	0.650	0.657	0.131	4.956	0.000
PENEMPATAN PEGAWAI -> KINERJA PEGAWAI	1.022	1.009	0.218	4.697	0.000
PROSES REKRUTMEN -> DISIPLIN PEGAWAI	0.325	0.316	0.136	2.390	0.017
PROSES REKRUTMEN -> KINERJA PEGAWAI	-0.360	-0.342	0.201	1.791	0.074
PROSES REKRUTMEN -> PENEMPATAN PEGAWAI	0.913	0.915	0.029	31.216	0.000

2. Reliability Test

Table 3.2 Reliability test of latent variables

Construct	Composite Reliability	Cronbach Alpha	Notes
PROSES REKRUTMEN	0,768	0,790	reliable

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PENEMPATAN PEGAWAI	0,888	0,950	reliable
PENGALAMAN KERJA	0,690	0,815	reliable
DISIPLIN PEGAWAI	0,979	0,892	reliable
PRESTASI KERJA	0,697	0,766	reliable

Table 3.2 shows that all latent variables measured in this study have a Composite Reliability value above 0.7 which means that it indicates a satisfactory value, and the recommended Cronbach Alpha value is a value above 0.6 so that it can be said that all latent variables are reliable.

Evaluation of the Structural Model (Inner model)

Evaluation of the structural model in SEM with PLS is carried out by performing the R-squared (R²) test and the significance test through the path coefficient estimation.

R² testing

Table 3.3 R-Square values

Variable	R-Square
PROSES REKRUTMEN	0,766
PENEMPATAN PEGAWAI	0,684
PENGALAMAN KERJA	0,825
DISIPLIN PEGAWAI	0,693

Source: Smart PLS 3.3.3 processed primary data output

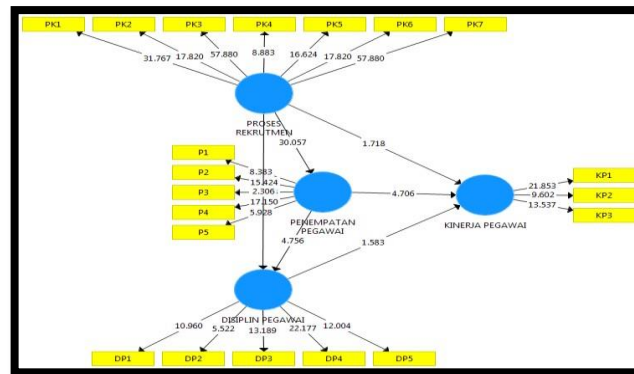
The value of R-squared (R²) is used to measure how much influence a certain independent latent variable has on the dependent latent variable. According to Chin (1998) in Sugiyono (2015: 28), in principle this study uses 4 independent variables, namely the recruitment process variable, employee placement, employee discipline and work experience, where the independent variable can explain the relationship with the dependent variable, namely, the achievement variable. Work (PREKER). Table 3.3 shows that the R-square value for the PR variable is 0.766, which means that it has a value greater than 0.67, the PP value is 0.684 which means it has a value greater than 0.67, the PK value is 0.825, which means it has a value greater than 0.67 and for the DP variable obtained by 0.693, which means it has a value greater than 0.67. So it can be said that the modeling formed is categorized as a good model.

Significance Test

The significance test in the SEM model with PLS aims to determine the effect of exogenous variables on endogenous variables. Hypothesis testing using the SEM PLS method is carried out by carrying out the bootstrapping process with the help of the SmartPLS 3.3.3.M3 program. Therefore, the relationship between exogenous variables and endogenous variables is obtained as follows:



Figure 3.3. Bootstrapping Output



Source: SmartPLS 3.2.0.M3 processed primary data output Table 3. 4. Conclusion of the results of the study

Hipotesis	Variabel			Direct Effect	Indirect Effect	Total Effect	Statistic >1,96	Keterangan
	Eksogen	Intervening	Endogen					
1	X1	-	Y	0,567	-	0,567	1,980	TS
2	X2	-	Y	1,223	-	1,223	1,999	TS
3	X3	-	Y	1,523	-	1,523	2,783	TS
4	X4	-	Y	0,643	-	0,643	1,592	TS
5	X1	-	X2	1,463	-	1,463	2,112	S
6	X1	-	X3	1,763	-	1,763	2,561	S
7	X1	-	X4	1,132	-	1,132	2,687	S
8	X2	-	X3	1,645	-	1,645	2,968	S
9	X2	-	X4	0,235	-	0,235	1,697	TS
10	X3	-	X4	0,896	-	0,896	1,356	TS
11	X1, X2, X3, X4	-	Y	0,324	-	0,324	1,897	TS
12	X1	Y	X2	1,324	1,534	1,324	2,867	S

Source: Smart PLS 2.0.M3 processed primary data output

DISCUSSION

The results of statistical calculations can be stated that H0 is rejected and Ha is accepted because the value of the exogenous variable X1 to the endogenous Y t-values = <1.96 and it can be concluded that the employee recruitment process variable has a significant positive effect on the work performance variable directly. This shows that in order for all stages to be carried out properly, a series of activities are needed to assess and carry out the withdrawal process in order to get a qualified workforce in the required field of work.

The results of statistical calculations can be stated that H0 is rejected and Ha is accepted because the value of the exogenous variable X1 to the endogenous Y t-values = <1.96 and it can be concluded that the employee recruitment process variable has a significant positive effect on the work performance variable directly on a work result. achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity as well as time. work performance as a person's success in carrying out a job.

The results of statistical calculations can be stated that H0 is rejected and Ha is accepted because the value of the exogenous variable X3 to the endogenous Y t-values = <1.96 and it can be

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concluded that the work experience variable has a significant positive effect on the Job Achievement variable directly. The wider a person's work experience, the more skilled a person is in doing the job and the more perfect the pattern of thinking and attitude in acting to achieve predetermined goals.

The results of statistical calculations can be stated that H_0 is rejected and H_a is accepted because the value of the exogenous variable X_4 to the endogenous Y t -value = <1.96 and it can be concluded that the employee discipline variable has a significant positive effect on the Job Performance variable directly. That work discipline is very influential on employee work performance because the attitude and behavior of a person depends on the willingness / willingness to work actively and have the determination to achieve the desired goals. Things that can be considered in achieving high performance are regarding employee discipline. A person who is successful or achievers is usually those who have high discipline. A healthy and strong person usually has order in taking care of himself because the main characteristics of discipline are order and order. Various efforts need to be made by the organization so that all employees can work more effectively and efficiently. The importance of the work of the organization as a whole is highly dependent on the performance of each employee individually, ideally each employee is able to carry out his duties properly so that everything goes as expected, and quality service is created. (Siswanto: 1989)

The results of statistical calculations can be stated that H_0 is rejected and H_a is accepted because the value of the exogenous variables X_1 , X_2 , X_3 and the X_4 variable against the endogenous Y t -values = <1.96 and it can be concluded that the variables of the Recruitment Process, Employee Placement, Employee Discipline and work experience has a significant positive effect on employee job performance variables directly. This indicates that the recruitment process, employee placement, employee discipline and work experience, these four variables can have an impact or cause an increase in employee job performance.

An agency does not only need a fairly good recruitment process, but a good or even very good recruitment process so that it can produce good employee performance as well as help the agency to achieve agency goals and be able to advance the agency, as well as employee placement, discipline Good employees and work experience will encourage employees to be able to work more enthusiastically and better so that the results achieved will also be good.

The results of statistical calculations can be stated that H_0 is accepted and H_a is rejected because the value of the exogenous variable X_1 and the value of the intervening variable X_2 on the endogenous Y t -values $=> 1.96$ and it can be concluded that the employee recruitment process variable does not have a significant positive effect on the achievement variable. Work directly through the employee placement variable. The results of this study have implications for improving the recruitment process, employee placement, employee discipline and employee work experience and work performance, especially in the Department of Population and Civil Registration. Attention and renewal of work facilities needed by employees are important for employee comfort and support for employees at work. In addition, improving the recruitment process by rewarding employees with a high recruitment process, good employee placement, good employee discipline and driven by good employee work experience, this agency can create excellent work performance and will be an example. for other agencies.



CONCLUSION

Based on the research results, there are twelve conclusions that are relevant to the problems studied in this study. First, the recruitment process has a positive and significant effect on the work performance of employees of the Karimun Regency Population and Civil Registration Service. Second, the placement of employees has a positive and significant effect on the work performance of the employees of the Karimun Regency Population and Civil Registration Service. Third, Employee Discipline has a positive and significant effect on Employee Performance of the Department of Population and Civil Registration in Karimun Regency. Fourth, work experience has a positive and significant effect on the work performance of employees of the Karimun Regency Population and Civil Registration Service. Fifth, there is no positive and significant influence between the recruitment process variables on the placement of employees at the Karimun Regency Population and Civil Registration Service. Sixth, there is no positive and significant influence between the recruitment process variables on employee discipline at the Department of Population and Civil Registration. Seventh, there is no positive and significant influence between the variables of the recruitment process on work experience at the Department of Population and Civil Registration. Eighth, there is no positive and significant influence between employee placement variables on employee discipline at the Department of Population and Civil Registration. Ninth, employee placement has a positive and significant effect on work experience at the Department of Population and Civil Registration in Karimun Regency.

Tenth, employee discipline has a positive and significant effect on work experience at the Department of Population and Civil Registration of Karimun Regency. Eleventh, there is no positive and significant influence between the variables of the recruitment process, employee placement, work experience and work discipline on employee performance at the Department of Population and Civil Registration, Karimun Regency. Twelfth, there is no positive and significant influence between the variables of the recruitment process on employee placement through work performance at the Department of Population and Civil Registration, Karimun Regency.

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