

THE EFFECT OF WORKFORCE RECRUITMENT AND PLACEMENT ON EMPLOYEE JOB SATISFACTION AT PT CIPTA AGRO NUSANTARA 3

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Abstract

Study This aim For analyze influence recruitment and placement power Work to satisfaction Work employees of PT Cipta Agro Nusantara 3. Research This use approach quantitative with method survey . Population study totaling 49 employees and all population made into sample use technique sample saturated . Data collected through distribution questionnaire and analyzed use multiple linear regression with SPSS version 25 assistance . Research results show that recruitment No influential significant to satisfaction work , while placement power Work influential positive and significant to satisfaction work . In a way simultaneous recruitment and placement power Work influential positive and significant to satisfaction work . Variable recruitment and placement power Work capable explain amounting to 26.9% variation satisfaction work , while the rest influenced by other factors outside the research model . The findings study show that accuracy placement power Work be one of factor important in increase satisfaction Work employees of PT Cipta Agro Nusantara 3.

Keywords: *Recruitment , Employee Placement , Satisfaction Work Employee*

INTRODUCTION

Activity operational something company very determined by role source Power adequate human including in the sector industry and management fertilizer . Source Power Human resources (HR) is one of the very important factor important in every organization , because source Power man own role in help company develop his efforts to be realized what becomes goal (Ibrahim et.al., 2024). System recruitment be one of factor affecting source Power quality and qualified human resources (Efendi & Winenriandhika , 2021). The system recruitment every company different depends standard applicable company . In addition to the system recruitment , placement power work is also one of the factors that can influence source Power quality and qualified human beings . According to Bangun Wilson stated that placement (*placement*) related with adjustment abilities and talents somebody with the work to be done done (Putri, 2022). The company of course want source Power quality and qualified human beings . Source Power quality and qualified human beings will influence satisfaction Work every employee satisfaction Work relate with results each individual. Satisfaction Good job naturally very desired by everyone parties , both from party company and employee That itself (Sitompul et.al., 2021).

PT Cipta Agro Nusantara 3 is located in the village dalaka , is company in operation in the field of industry and management fertilizers that are needed source Power competent human beings so that activities operational company can walk with good . In running activity company , PT Cipta Agro Nusantara 3 requires power capable work Work in a way effective in accordance with field and responsibility the answer given . Success company in reach objective No let go from the recruitment and placement process power right job . Recruitment is a process or efforts made For search and collect a number of power work that has ability in accordance need or vacant position For employed in company (Priartini & Rahmawati, 2020). System good and correct recruitment will result in source Power man Work with Good so that produce satisfaction good work too (Wardhana , et, al., 2020). Meanwhile that , placement power work in the right position No only become desire company but this also becomes desire power Work That yourself so that the person concerned can know not quite enough responsibilities and tasks assigned as well as operate task the with as best as possible . Placement This must in accordance with skills possessed power work so that with existence placement the excitement work and achievement Work tall as well as maximum results (Putri, 2022) .

Satisfaction Work employee relate close with performance employee . A satisfied person in his job will own motivation , commitment to the organization and participation high work so that will Keep going repair performance they . According to Hasibuan in Setiawan et.al., (2021) states satisfaction Work is attitude emotional, pleasant , and loving his job . Attitude This reflected by work morale , discipline and achievement Job satisfaction (Setiawan et.al., 2021). Work enjoyed in work , outside jobs and combinations inside and outside job . Satisfaction Work in work is satisfaction work that is enjoyed in work with get praise results work , placement , treatment , equipment and atmosphere environment good work (Setiawan, et.al., 2021) .

Based on employee data from PT Cipta Agro Nusantara 3, it is known that that employee originate from background educational background , age , and region diverse origins . Most of them power Work placed in the Fertilizer operation section with different levels of education . Conditions the show that company requires a recruitment and placement process power proper work so that employees capable Work in accordance with ability and responsibility the answer given . The difference background background Education and experience Work can influence ability adaptation employee to work as well as level satisfaction perceived work . Therefore that , the company need notice suitability between ability power Work with position jobs to be created satisfaction good and supportive work smoothness operational company . In addition based on results observation early , found Still existence decline level satisfaction Work employees , such as delay present in place work . Conditions the show that Still there is factors that can influence level satisfaction Work employees . If the conditions This Keep going continue , then can impact on the decline productivity work and disturbing smoothness operational company .

A number of study previously show that recruitment and placement Work own influence to satisfaction Work employees . Research by Cindy Fantika Sari and Edy Krisyanto (2025) Human Resources Division of the Ministry of Forestry Central Jakarta shows that recruitment and placement power Work influential positive and significant to satisfaction Work employees . Research by Muhammad Alwi and Edi Sugiono (2019) at PT Induturbine Central Jakarta also found that recruitment and placement Work influential significant to improvement performance employees . In addition , research Aqilla Fadila et al. (2024) showed that placement Work influential significant to to decision Work employees . Research results the show that recruitment and placement power Work is factor important things that can influence attitudes and behavior Work employee in organization

Although a number of study previously has discuss influence recruitment and placement power Work to satisfaction Work and performance employees , research that is special study influence both variables in companies operating in the industrial and management sectors fertilizer Still limited . In addition , most of study previously carried out at the agency government and companies located in urban areas , whereas research on companies located in rural areas such as PT Cipta Agro Nusantara 3 in Dalaka Village Still seldom done . The difference characteristics company , environment work , and condition source Power man allows existence difference results research . Therefore that , still required study more carry on For get greater understanding specific about influence recruitment and placement power Work to satisfaction Work employees at PT Cipta Agro Nusantara 3. Important For do research that is special analyze influence recruitment and placement power Work to satisfaction Work employees at PT Cipta Agro Nusantara 3. Research This expected can give a clearer picture deep about factors that influence satisfaction Work employee in operate his work . Research results this is also expected can become material input for company in fix policy recruitment and placement power work to fit with abilities and skills employees , so that can increase satisfaction Work as well as support smoothness operational company .

LITERATURE REVIEW

Recruitment

Recruitment is one of the function important in management source Power purposeful human being For get source Power human beings who have competence in accordance with need organization . Recruitment process done through a series activity For search and pull candidate power potential work so that organization can reach goals that have been set . Activity recruitment generally started from planning need power Work until appointment become employees (Practama et al., 2022). According to Hasibuan , recruitment is business For seek and influence power work to be ready apply available jobs in something company (Practical et al.. 2022). Meanwhile That Rivai explain that recruitment in essence is a process of determining and attracting applicants who have ability For Work in something company . Recruitment can also interpreted as a process of obtaining a number of source Power quality human beings For fill in position certain in accordance with need organization. Goals recruitment is get as much as Possible applicants who meet the requirements qualification so that company own chance For own candidate employee best (Pratama et al., 2022).

According to Suwanto and Priansa (2014:61), stated that that there is a number of indicators that can used For measure variables recruitment among them that is : 1) Withdrawal ; 2) Selection ; 3) Orientation ; and 4) Analysis work (Lina, R. 2020).

Workforce Placement

Placement power Work is one of the function important in management source Power purposeful human being For place employees in appropriate positions with ability skills and experience possessed so that can Work optimally and give maximum contribution for organization . According to Priyatna , placement power Work is action carry on from the selection process with put employee new in position or environment suitable work after they succeed pass stages acceptance and selection . The process is not only question put someone at a time position , but also an important strategy in management source Power human . The goal is For match between skills , interests , and personality employee with demands work and culture organization . If done with right , placement will reach environment harmonious and effective work , and help employee develop professionally . On the other hand , the placement does not appropriate can cause discomfort , stress and decline performance . With Thus , this process done with consider ability and potential employee the will can give contribution maximum in his work (Nursahwal , et, al 2025) According to Wahyudi (2008:129) there is a number of indicator in placement power Work These include : 1) Education; 2) Knowledge work ; 3) expertise / skills ; and 4) experience work . (Alwi & Sugiono 2019).

Satisfaction Work Employee

Satisfaction Work is one of the aspect important in management source Power related human beings with attitudes and feelings positive employee to his job. Level satisfaction high work can create atmosphere conducive work sarta support creation objective organization . Satisfaction Work reflect condition pleasant emotional and No the pleasure felt employee during operate his work (Setiawan, I., et.al 2021). According to SP Malayu Hasibuan , satisfaction Work is attitude emotional, pleasant , and loving his job . Attitude This reflected from work morale , discipline and achievement work . Satisfaction Work enjoyed in work , outside jobs , and combinations inside and outside work (Wijaya, M., 2017). Meanwhile That according to Siagian , satisfaction Work is attitude general a employee to his job . It means that someone who has a sense of satisfaction to his job will have attitude positive to organization place He work (Kuncoro , AW, et.al 2024). In addition Widiyanti , explained that satisfaction Work is something feeling satisfied or the sense of accomplishment gained a employee to his job . Satisfaction Work This is results from assessment that makes somebody reach mark from his job as well as help in determine to what extent someone the feel like with his work (Kayely , EG, et.al 2023). As for the indicators satisfaction Work according to Radiansyah , et.al (2023) includes : suitability work , conditions physique environment work , wages and promotions , and attitudes and relationships social relationships (Kayely , EG, et.al 2023) .

Connection between Recruitment and Satisfaction Work Employee

Recruitment is a process that is carried out organization For get candidate employees who have competence in accordance with need company . Implementation good recruitment allows company get suitable employees with demands work so that can increase comfort and satisfaction in work . Research previously conducted by Kuncoro et al. (2024) show that recruitment influential significant to satisfaction Work Employees of PT Sembilan Puluh Enam Derajat (Flash Coffee) South Jakarta. Research results the show that the more good recruitment process carried out company , then the more tall level satisfaction Work employee .

Connection between Workforce Placement and Satisfaction Work Employee

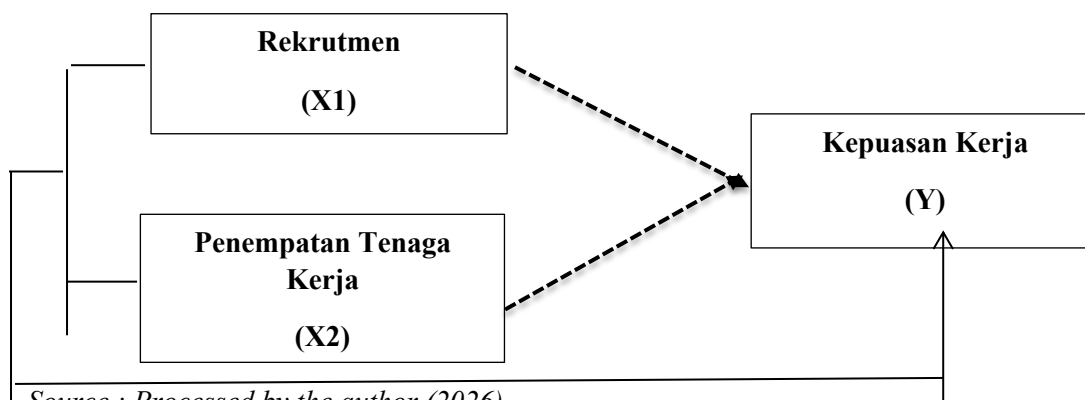
Placement power suitable work with education , knowledge , skills and experience Work employee will create suitability between characteristics individuals and demands jobs . Employees who are placed in accordance with his competence tend more easy adaptable , able finish work with good , and feel comfortable in carry out his duties so that can increase satisfaction work . Research conducted by Kawengian et al. (2024) shows that placement Work influential positive and significant to satisfaction Work PT Telkom Manado employees . Research results the show that the more appropriate placement work done company , then the more tall satisfaction perceived work employee

Connection between Recruitment and Placement Work To Satisfaction Work Employee

Recruitment and placement power proper work can help company get as well as place employee in accordance with competencies possessed . Suitability between ability employees and the work assigned can increase

comfort as well as satisfaction in work . Research conducted by Cindy Fantika Sari & Edy Krisyanto (2024) shows that that recruitment influential positive and significant to satisfaction Work employees , besides that , placement work also has an effect positive to satisfaction Work employees . In simultaneous recruitment and placement power Work own strong influence to satisfaction work . Research results the show that the more Good implementation recruitment and more appropriate placement employees who do organization so the more tall level satisfaction perceived work .

Framework Conceptual



Source : Processed by the author (2026)

Hypothesis

H1: Recruitment influential positive and significant to satisfaction Work employees of PT Cipta Agro Nusantara 3

H2: Placement power Work influential positive and significant to satisfaction Work Employees of PT Cipta Agro Nusantara 3

H3: Recruitment and placement power Work in a way simultaneous influential positive and significant to satisfaction Work employees of PT Cipta Agro Nusantara 3.

METHOD

Types of research

Study conducted at PT Cipta Agro Nusantara 3. The purpose of study This is For analyze influence recruitment and placement power Work as independent variables on satisfaction Work as variables dependent type research used in study This is study quantitative with survey method . According to Sugiyono (2023) method study quantitative can interpreted as method research based on the philosophy of positivism, used For research on population or sample certain , data collection using research instruments , data analysis is quantitative / statistical , with objective For test hypothesis that has been set .

Population and Sample

Population used in study This that is employees of PT Cipta Agro Nusantara 3. Due to the number of population relatively small , namely totaling 49 employees , then the recruitment technique samples used is sample saturated , so that all over population made into sample study .

Data collection technique

Data collection techniques in research This done with method observation and dissemination questionnaire or questionnaire using the Likert Scale with score 1-5 assessment score of each number . Spread questionnaire done with share questionnaire via the shared Google Form link through WhatsApp .

Data Analysis Methods

Data analysis techniques in study This using SPSS version 25. First stage research instrument testing was carried out , including validity testing and reliability testing. For ensure that the instrument used has fulfil condition as tool data collection . Next assumption testing was carried out classic consisting of above (normality test , multicollinearity test , and heteroscedasticity test) for know what is the regression model fulfil necessary assumptions . After that done analysis multiple linear regression For know the influence of independent variables on the dependent variable . Then done testing hypothesis consisting of on partial test (t test) and simultaneous test (F

test). and finally perform coefficient test determination (R^2) for know size contribution independent variables in explain variation variables dependent .

RESULTS AND DISCUSSION

the Instrument Validity and Reliability Test

Testing validity and reliability of variables are carried out For ensure that the research instrument capable measure variables accurate and consistent so that the data obtained in accordance For used in analysis more continued . Data processing and analysis were carried out with help device SPSS software for windows version 25. Test Results validity and reliability served in the following table .

Table 1. Validity Test Results

Variables	Item	r count	r table	Information validity
Recruitment (X1)	X1.1	0.887	0.444	Valid
	X1.2	0.691	0.444	Valid
	X1.3	0.624	0.444	Valid
	X1.4	0.536	0.444	Valid
	X1.5	0.825	0.444	Valid
	X1.6	0.584	0.444	Valid
	X1.7	0.689	0.444	Valid
	X1.8	0.820	0.444	Valid
	X1.9	0.648	0.444	Valid
Workforce Placement (X2)	X2.1	0.516	0.444	Valid
	X2.2	0.804	0.444	Valid
	X2.3	0.756	0.444	Valid
	X2.4	0.632	0.444	Valid
	X2.5	0.605	0.444	Valid
	X2.6	0.770	0.444	Valid
	X2.7	0.693	0.444	Valid
	X2.8	0.777	0.444	Valid
	X2.9	0.641	0.444	Valid
Satisfaction Work (Y)	Y1	0.654	0.444	Valid
	Y2	0.800	0.444	Valid
	Y3	0.537	0.444	Valid
	Y4	0.718	0.444	Valid
	Y5	0.698	0.444	Valid
	Y6	0.645	0.444	Valid
	Y7	0.830	0.444	Valid
	Y8	0.634	0.444	Valid
	Y9	0.635	0.444	Valid
	Y10	0.625	0.444	Valid
	Y11	0.551	0.444	Valid
	Y12	0.613	0.444	Valid

Source : SPSS 2.5 data processing (2026)

Based on validity test results at PT CPM (Citra Palu Minerals) with use formula ($df = n - 2$), then obtained ($20 - 2$ or $df = 18$). All statement items on the recruitment variable (X1), placement power work (X2) is declared valid. This is proven with calculated r value For each statement item more big from r table value (0.444), so the research instrument stated worthy used in study .

Table 2. Reliability Test Results

No	Variables	Cronbach's Alpha	Information
1.	Recruitment	0.866	Reliable
2.	Placement power Work	0.847	Reliable
3.	Satisfaction Work	0.879	Reliable

Source : SPSS 2.5 data processing (2026)

Based on the table above , all questionnaire instruments For the three variables are stated reliable , because the data is said to be valid if Cronbach alpha value is higher big from 0.60, and the result testing that all items have been fulfil criteria , so that further data processing can be continued .

Assumption Test classic

Normality Test

According to (Cindy Fantika Sari & Edy Krisyanto 2025), the normality test aim For evaluate whether mark residual in a regression model distributed normally , so that allows generalization results sample to population . Normality test can also be describe the Kolmogorov-Smirnov Test with compare between mark significant 0.05.

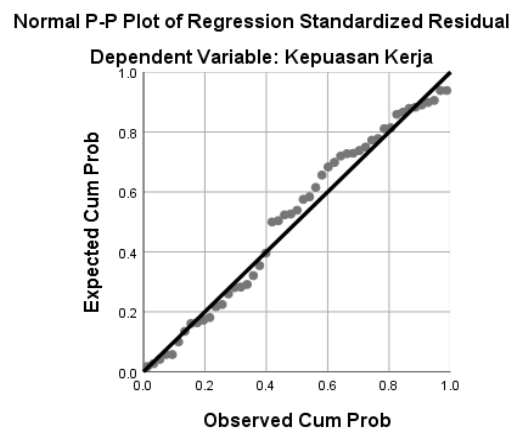


Figure 1. Normality Test Results (PP Plot)

Source : SPSS 2.5 data processing (2026)

Based on normality test results use PP Plot graph in figure 1, it can be seen that distribution dot, dot, dot is at around and follow direction of the diagonal line on the dependent variable Satisfaction work . This pattern show that residual values of the regression model distributed , normally . With Thus , the data in study This fulfil assumptions normality , so that the regression model mentioned in accordance For used in analysis more carry on .

Multicollinearity Test

Table 3. Multicollinearity Test

Variables	Collinearity Statistics	
	Tolerance	VIF
Recruitment (X1)	0.625	1,601
Satisfaction work (X2)	0.625	1,601

Source : SPSS 2.5 data processing (2026)

Based on table 3 above , the independent variable is recruitment and placement power each work has its own tolerance value of 0.625 which means more big of 0.10 ($0.625 > 0.10$). In addition , the VIF (variance inflation factor) value for both variables is of 1.601 which means more small of 10.00 ($1.601 < 10.00$). This shows that No There is problem multicollinearity between independent variables.

Heteroscedasticity Test

According to (Duli, 2019:122) heteroscedasticity test have objective For test whether in regression happen inequality of variance and residual of a observation to other observations (Kayely , EG, et.al 2023).

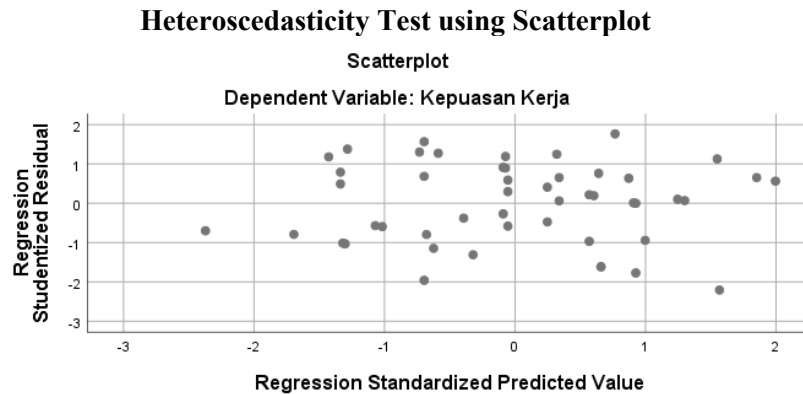


Figure 2. Results of Heteroscedasticity Test using Scatterplot

Source : SPSS 2.5 data processing (2026)

Based on Figure 2 above , the results of the heteroscedasticity test use Scatterplot graph shows that data points are spread out in a way random above and below The number 0 on the Y axis (Studentized Residual Regression). These data points are also not form something pattern certain regular things (eg wavy , wide Then narrowing). With results the so can concluded that No happen heteroscedasticity in regression models in study This .

Multiple Linear Regression Test Results

Analysis multiple linear regression aim For determine does the independent variable have an effect? on the dependent variable . The table below This pointing multiple linear regression test results :

Table 4. Analysis results multiple linear regression

Coefficients ^a					
Model		Unstandardized coefficients		Standardized coefficients	
		B	Std. Error	Beta	t
1	(Constant)	26,639	6,464		4.121
	Recruitment (X1	-.037	185	-.032	-.199
2	Workforce Placement (X2)	696	206	.538	3,373
					.002

a. Dependent Variable: Satisfaction Work

Source : SPSS 2.5 data processing (2026)

Based on table 3, the results calculation multiple linear regression produce equality following :

$$Y = a + b_1X_1 + b_2X_2 + e$$

Notes :

Y= Satisfaction Work

a = Constant

X1= Recruitment

X2 = Workforce Placement

b 1= Coefficient regression Recruitment

b 2= Coefficient regression Workforce Placement

e = Error standard (error)

$$Y = 26.639 - 0.037 X1 + 0.696 X2$$

Based on equality regression , explanation following can given :

1. Constant value of 26,639 shows that if the variables Recruitment (X1) and Workforce Placement (X2) are assumed worth constant or zero , then the value of the dependent variable (Y) is estimated amounting to 26,639.

2. Variables Recruitment (X1) has mark coefficient regression (B) of -0.037 with negative direction . Partial test results show t- value = -0.199 and value significance (Sig). Amounting to 0.843, which means more big of 0.05 ($0.843 > 0.05$). This is indicate that the Recruitment variable No own significant influence to satisfaction Work .
3. Variables Labor Placement (X2) has mark coefficient regression (B) of 0.696 with direction positive . Passive test results show The t- value = 3.373 and the significance (Sig.) is 0.002, which means more small of 0.05 ($0.002 < 0.05$). This result indicates that the placement variable power Work influential positive and significant to satisfaction Work .

In a way overall , results study This show that Recruitment (X1) and Placement power work (X2) in simultaneous own significant influence to satisfaction work (Y). Increase or improvements to the placement system power proper work will followed by an increase satisfaction Work employee in a way real . In addition , the placement power Work is variables that have influence dominant in explain variation satisfaction work on objects study .

Hypothesis Test Results

Partial Test (t-Test)

The t-test is used For know the influence of each independent variable on the dependent variable in a way partial . Testing done at the level 5% significance ($\alpha = 0.05$) with a two-tailed test direction . Degree value freedom counted use formula $df = n - k - 1$ where n is amount sample and k is amount sample as many as 49 respondents and 2 independent variables , obtained mark $df = 49 - 2 - 1 = 46$. With level significance of 0.025 in the two-tailed test direction and df of 46, obtained value $> t$ table of 2.013. Criteria submission is if t count value $> t$ table and value significance < 0.05 then hypothesis accepted .

Table 5. Partial Test Results

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std Error	Beta		
	(Constant)	26,639	6,464		4,121	000
1	Recruitment (X1)	-.037	185	-.032	-.199	843
2	Workforce Placement (X2)	696	206	.538	3,373	002

a. Dependent Variables satisfaction Work

Source : SPSS 2.5 data processing (2026)

Based on table 5, the partial test results show that for the Recruitment variable (X1) against satisfaction work (Y), the calculated t value obtained of -0.199, while t table value with $df = 46$ at level significance of the two-tailed test direction of 0.025 is 2.013. Because the calculated t value $< t$ table ($0.199 < 2.013$) and the significance (Sig.) of $0.843 > 0.05$, then can concluded that recruitment (X1) no influential significant to satisfaction work (Y). Placement variable test results power work (X2) against satisfaction work (Y) calculated t value obtained amounting to 3,373, while t table value with $df = 46$ is 2.013. Because the calculated t value $> t$ table ($3.373 > 2.013$ and the value significance (Sig.) of $0.002 < 0.05$, then can concluded that placement power work (X2) has an effect positive and significant to satisfaction work (Y).

Simultaneous Test (F-Test)

Test used For determine influence simultaneous (combined) recruitment and placement variables power Work to satisfaction work . The F table value is determined using (df_1) $k-1$ or $3-1=2$ and (df_2) nk or $49-3= 46$. With use level significance 0.05, the F table value obtained is 3.20.

Table 6. Simultaneous Test Results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	202,660	2	101,330	8,877	.001 ^b

THE EFFECT OF WORKFORCE RECRUITMENT AND PLACEMENT ON EMPLOYEE JOB SATISFACTION AT PT CIPTA AGRO NUSANTARA 3

Febyola Fraselya et al

1	Residual	549,830	46	11,953
	Total	752,490	48	

- a. Dependent Variables Satisfaction Work
b. (Constant), Workforce Placement , Recruitment

Source : SPSS 2.5 data processing (2026)

Based on table 5, the results of the simultaneous test show that f - value by 8,877 more big from the f-table value is 3.20, and the value significance by 0.001 more small of 0.05. This is show that the recruitment and placement variables power Work jointly have positive and significant influence to satisfaction work , so that hypothesis proven valid and accepted .

Coefficient Test determination (R^2)

Coefficient determination used For determine how much large independent variables are capable explain dependent variable variation in the regression model .

Table 7. Coefficient Test Results Determination (R^2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.519 ^a	.269	.238	3.45729

- a. : (Constant), Workforce Placement , Recruitment
b. Dependent Variables Satisfaction Work

Source : SPSS 2.5 data processing source (2026)

Based on table 6, the results of the coefficient test determination show that The R square value is 0.269. This show that the recruitment and placement variables power Work jointly have influence by 26.9% against satisfaction Work whereas the rest 73.1 % is influenced by other variables outside the research model This .

DISCUSSION

Influence Recruitment To Satisfaction Work Employees of PT Cipta Agro Nusantara 3

Research result show that recruitment No influential significant to satisfaction Work employees of PT Cipta Agro Nusantara 3. This is indicated by the value significance of $0.843 > 0.05$ so that hypothesis The first (H1) is rejected . In general theoretical , Hasibuan state that recruitment is business For seek and influence power work to be ready apply available jobs in company . Meanwhile that , according to Rivai , recruitment aim get source Power quality human beings in accordance with need organization . Through a good recruitment process , the company expected can get power suitable work with need work so that can support creation satisfaction work . However , the results study This show that the recruitment process No is determining factors level satisfaction Work employees of PT Cipta Agro Nusantara 3. This is indicates that after employee accepted work , satisfaction Work more Lots influenced by factors others , such as suitability work , environment work , compensation , and connection social in place work . Conditions the show that the recruitment process has been passed by employees No Again become factor the main thing that is felt in operate work daily .

Insignificance influence recruitment to satisfaction Work can caused by Because part big employee more centralize attention to experience the work they do feel during Work compared to with the recruitment process that has been they go through previously . With thus , satisfaction perceived work employee more determined by the conditions they are in face it after become part from company . Research result This No in line with study Kuncoro et al. (2024) and Sari and Krisyanto (2025) who found that recruitment influential positive and significant to satisfaction Work employee . Difference results the allegedly caused by differences characteristics organization , conditions source Power humans , as well as environment work on each object research . With thus , it can concluded that at PT Cipta Agro Nusantara 3, the recruitment process Not yet become factor main influencing factors level satisfaction Work employee .

Influence Workforce Placement to Satisfaction Work Employees of PT Cipta Agro Nusantara 3

Research result show that placement power Work influential positive and significant to satisfaction Work employees of PT Cipta Agro Nusantara 3. This is indicated by the t- count value by 3,373 which is more big from t-table amounting to 2,013 and mark significance by 0.002 which is more small from 0.05. With Thus , the hypothesis second (H2) is accepted . According to Priyatna , placement power Work is action carry on from the selection process with put employees in appropriate positions with abilities , skills , and potential . Appropriate placement will create environment harmonious and helpful work employee develop in a way professional . On the other hand , placement that is not in accordance can cause discomfort as well as lower performance employees . The theory in line with results study this . Placement power suitable work with education , knowledge work , skills and experience Work allows employee carry out task with more effective and feel comfortable in working . Condition that in the end capable increase satisfaction Work employees . Research results This show that accuracy placement power Work become factor important for PT Cipta Agro Nusantara employees 3. Suitable placement with competencies possessed allows employee more easy adapt with work , able finish task optimally , as well as reduce possibility occurrence error in work . In addition , the suitability between ability individual with demands work can increase feelings of comfort and enthusiasm Work so that impact on increasing satisfaction Work employee . Research result This support study Kawengian et al. (2024) which states that placement Work influential positive and significant to satisfaction Work employees of PT Telkom Manado. In addition , research Aqilla Fadila et al. (2025) also showed that placement proper work can increase satisfaction Work employee . With thus , the more appropriate placement power work done company , then the more high level satisfaction work felt by employees .

Influence Recruitment and Placement of Workforce To Satisfaction Work Employees of PT Cipta Agro Nusantara 3

Based on simultaneous test results , obtained F- value count amounting to 8,877 which is more big from F-table of 3.20 with level significance by 0.001 which is more small of 0.05. This is show that recruitment and placement power Work in a way together influential positive and significant to satisfaction Work employees of PT Cipta Agro Nusantara 3. With Thus , the hypothesis third (H3) is accepted . In general theoretical , good recruitment allows company get candidate power quality work , while placement power proper work will create suitability between ability individual with demands job . Suitability the will push creating a sense of comfort and enthusiasm work and feelings positive to work that ultimately increase satisfaction Work employees . This is in line with opinion Hasibuan stated that that satisfaction Work is attitude emotional, pleasant , and loving his work . Research results this also supports research by Sari and Krisyanto (2025) which found that recruitment and placement power Work in a way simultaneous influential positive and significant to satisfaction Work employee . Findings This show that although in a way partial recruitment No influential significant to satisfaction work , existence recruitment and placement power Work in a way together still give contribution to improvement satisfaction Work employees . In addition , the results of the coefficient test determination show The R Square value is 0.269. This means that variables recruitment and placement power Work capable explain amounting to 26.9% variation satisfaction Work employees of PT Cipta Agro Nusantara 3, while the rest 73.1 % is influenced by other factors outside the research model . These factors the allegedly covering compensation , environment work , motivation work , style leadership , culture organization , as well as development career . Findings This give implications that company need notice recruitment process quality and accuracy placement power Work in a way simultaneously . Placement power suitable work with abilities and competencies employee need become attention main company Because proven own more influence big to satisfaction Work employees . With thus , the more Good implementation recruitment and more appropriate placement power work done company , then the more high level satisfaction work felt by employees .

CONCLUSION

Based on results research , can concluded that recruitment No influential significant to satisfaction Work employees of PT Cipta Agro Nusantara 3 so that hypothesis First rejected . On the contrary , the placement power Work influential positive and significant to satisfaction Work employee so that hypothesis second accepted . In simultaneous recruitment and placement power Work influential positive and significant to satisfaction Work employee so that hypothesis third accepted . Variable recruitment and placement power Work capable explains 26.9% of the variation satisfaction Work employees , while the rest influenced by other outside factors research . Research results show that accuracy placement power Work is more factors dominant in increase satisfaction Work employees of PT Cipta Agro Nusantara 3. Therefore that , the company need notice suitability placement power work so that employees can Work optimally and achieve level satisfaction more work tall .

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