

Recruitment and Competence: It's Influence on Employee Performance through Employee Placement



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ABSTRACT: This study was conducted with the aim of testing the effect of recruitment and competence on employee performance with employee placement as an intervening variable at the University of dr. Soebandi Jember. The population used in this study were all employees of the University of dr. Soebandi Jember, totaling 108 people, all of which were used as research samples. The measuring instrument in this study is a questionnaire that will be tested by testing the validity and reliability of the data. To answer the hypothesis in this study using partial least squares (PLS). The results of the first study indicate that there is a positive and significant effect of recruitment on job placement. The result of the second study is that there is a positive and significant effect of competence on job placement. The result of the third research is that there is a positive and significant effect of recruitment on employee performance. The results of the fourth study are that there is a positive and significant effect of competence on employee performance. The results of the fifth study are that there is a positive and significant effect of work placement on employee performance. The sixth research result is that there is an indirect effect of recruitment on employee performance through job placement. The seventh research result is that there is an indirect influence from the application of competence on employee performance through job placement.

KEYWORDS: recruitment; competence; work placement; employee performance; university.

INTRODUCTION

Management of Human Resources (HR) is one of the important things in achieving the goals of an organization. Generally, organizations expect good performance from each employee in carrying out the tasks assigned by the organization. Every organization needs to build professional and competent human resources as a source of excellence (Azhad et al., 2015). HR excellence can be seen from the quality of the employees who are constantly being developed in order to achieve the goals of the organization. Employee empowerment and development is the key in creating superior human resources. Organizations realize that having quality human resources is the answer to competition and progress. Superior human resources (HR) are the basic capital in the organization's business processes. This is because employees are assets that have a large enough share in the development of the organization. Quality human resources are intended so that organizations can manage good human resources effectively and efficiently (Handoko, 2015).

Effective and efficient HR management is intended to support the organization's business strategy that will be applied in creating competitive advantage which is the key to organizational success in its business environment. One of the factors that can be used as a competitive advantage is the ability of the organization's human resources (Azhad et al., 2015). Given the role of human resources that are so valuable for the organization, organizational leaders must be able to prepare, manage and maintain their human resources so that these human resources are able to contribute optimally to organizational achievement (Mu'ah, 2002). Human resources are one of the important elements in an organization, because every human resource in the organization will determine the achievement of organizational goals in the future (Mangkunegara, 2016). One of the organizational goals that need attention is how the performance of employees in an organization can be achieved. One of the organizational goals that need attention is how the performance of employees in an organization can be achieved. Performance is basically everything that is done or not done by employees in an effort to achieve the activity targets that have been planned at the beginning of the planning year (Qomariah, 2020). Optimal performance will be realized if the organization can choose employees who have the motivation and skills that are in accordance with their work and have conditions that allow them to work optimally. The achievement of individual employee performance can be interpreted as the result of work in quality and quantity, which is

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achieved in accordance with the duties and responsibilities of each employee (Sedarmayanti, 2017). Several factors are allegedly able to improve the performance of superior and qualified employees, namely recruitment, competence and employee placement.

Recruitment is a human resource management planning decision regarding the number of employees needed, when needed, and what criteria are needed in an organization. Recruitment is basically an attempt to fill vacant positions or jobs within an organization or company, for that there are two sources of labor, namely sources from outside the organization or from within the organization (Rivai, 2009). In the human resource planning process, it needs to be done carefully in accordance with the criteria set by the company in order to obtain human resources that are as expected. A good recruitment process will produce good human resources so that the company will find it easy to place human resources in accordance with the desired qualifications. Placement is placing a person's position into the right job position, how well someone fits his job will affect the amount and quality of work. So that employee placement is a continuous assignment of duties and responsibilities to competent employees recruited by the organization (Mathis et al., 2015). Research on the relationship between recruitment and job placement was conducted by (Wali et al., 2020) which stated that recruitment had a positive impact on employee placement.

According to (Mulyadi, 2016), human resource recruitment is any effort carried out by the organization to identify and attract potential employees who will become employees in the company. The recruitment process in accordance with the pattern set by the company will also produce human resources who will be able to carry out their duties well as well. Employee performance can be achieved maximally if it is supported by a proper employee recruitment process. The proper recruitment process is the process of searching for a number of prospective employees who meet certain requirements, criteria and numbers so that the organization can select the most appropriate people to fill existing job vacancies. Research on the relationship between recruitment and performance, among others, was carried out by: (Dewi & Darma, 2017; Lestari et al., 2020; Santos et al., 2020; Sudiarditha et al., 2017) states that recruitment can improve employee performance. Other research that also discusses recruitment and performance issues is carried out by: (Azizah et al., 2022; Efendi & Winenriandhika, 2021; Fitri et al., 2021; Hadiaty, 2019; Lina, 2020; Roni & Anekhe, 2020; Winatha, 2018), (Sarinah et al., 2016) the result of which is that good recruitment can improve employee performance.

In addition to recruitment, successful performance is also supported by the availability of competent human resources. What is meant by competence is one of the management concepts that link HR activities within the organization with the basic competencies that will be excelled. Competence is the work ability of each individual which includes aspects of knowledge, skills and work attitudes in accordance with established standards. The competencies possessed by human resources make human resources themselves able to explore the potential and optimize the use of other resources to achieve organizational profitability (Hutapea, 2008). Organizations that have a competitive advantage generally have reliable sources in order to win the competition. One of these sources is human resources. Other competitive advantages such as product technology, organizational design require the help of human resources to operate it. Employees who have competence in the field where they work are usually nimble in completing the assigned tasks. Thus the competence of human resources can improve employee performance. Research on the relationship between competence and performance has been carried out by: (Wahyudi et al., 2022), (Rusmayanti et al., 2022), (Kurniawan et al., 2021)(Mustikawati & Qomariah, 2020), (Adam & Kamase, 2019; Amdani et al., 2019; Basalamah, 2017; Friolina et al., 2017; Indiyaningsih et al., 2020; Mukhtar, 2018; Nyoto et al., 2020; Pinca, 2015; Rande, 2016; Setiawati, 2017; Sriwidodo & Haryanto, 2010; Utomo et al., 2019; Wasiman, 2020; Widyanto & Mersa, 2018; Wongso et al., 2020; Yamin & Ishak, 2018), (Chandra et al., 2020), (Ataunur & Ariyanto, 2015; Bahri et al., 2018; S. Manik & Syafrina, 2018; Mustikawati & Qomariah, 2020; Sujana, 2012), (Prahiawan et al., 2017), (Zubaidah, 2016), (Rahim et al., 2017), (Supriadi et al., 2018), (Indarti, 2018), (Parashakti et al., 2020), (Alhasani et al., 2021), (S. Iskandar & Juhana, 2014), (Marhayani et al., 2019), (Renyut et al., 2017), (Hasibuan & Afrizal, 2019), (Abusama et al., 2017), (Raffie et al., 2018), (Muhammad Arifin, 2015), (Lotunani et al., 2014), (E. Manik & Wiarah, 2014), (Kotamena et al., 2020), (Mastur, 2021), (Adam & Kamase, 2019), (Supiyanto, 2015), (Putra, 2021), (Setiastuti et al., 2022), (Sundari & Rifai, 2020), (Friolina et al., 2017), (Achmad, 2016), (Rantesalu et al., 2017), (Saban et al., 2020), (Rina & Perdana, 2017), (Pujiarti, 2019), (Pujiarti, 2019), (Winanti, 2011), (Herawati & Mahfudnurnajamuddin, 2018), (Abdi & Wahid, 2017).

Competence is an important factor inherent in employees to produce maximum performance in accordance with their field. Placement. The work carried out is usually adjusted to the competencies possessed by each employee. So there is a positive relationship between competence and job placement. Research conducted by (Thahir, 2020) states that competence has an impact on placing employees in the positions they should be in. Research on the relationship between competence and job placement is still rarely done. Therefore, this research also needs to discuss between competence and work placement.

Placement is placing an accepted employee candidate (passing the selection) in a position or job that requires it and at the same time delegating his authority to that person (Hasibuan, 2018). Work placement is an effort to allocate employees to certain

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work positions, this is especially true for new employees. One of the goals of the organization in placing its employees appropriately is so that these employees can be efficient and effective in carrying out the work for which they are responsible (Rivai, 2009). According to (Moekijat, 2013) revealed that the intent and purpose of the placement of employees is to place employees as elements of implementing jobs in positions that are in accordance with their abilities, skills, and expertise. Placement is also an important factor in assessing employee performance. Placement is a process of assigning tasks to workers and carried out together with the responsibilities that have been given. Placement of employees in accordance with the abilities possessed by employees, activities in an organization will run as planned and performance will increase. Research on the relationship between job placement and employee performance conducted by: (Gunawan & Onsardi, 2020; H. Iskandar, 2020; Mekel et al., 2014; Muaja et al., 2017; Mulyani & Saputri, 2019; Pua et al., 2017; Weol, 2015) the result is that job placement has an impact on employee performance. Research from (Alwi & Sugiono, 2020; Dewi & Darma, 2017; Siahaan & Bahri, 2019) The results also state that job placement has an effect on employee performance.

Indonesian universities must prepare themselves to face the changes in the digital disruption era, namely the era of shock with digital technology. The readiness of universities, in this case human resources (HR) and technology, must also be supported by government regulations. Universities must be able to adapt to these changes. Universities in Indonesia are not only focused on formalities such as accreditation but also have the ability to build an academic culture that uses digital technology in every university operational activity. Competition between universities is also related to increasing the ability and competence of lecturers and teaching staff so that they do not only play a role in the field of teaching but also as motivators and facilitators for students. Competition for both public and private universities in Indonesia is very tight. In 2020, according to data from the Central Bureau of Statistics, there are 2,694 universities spread throughout Indonesia. The number of universities in East Java is 169 universities consisting of 47 state universities and 162 private universities. Likewise, in the City of Jember, there are 3 state universities and 24 private universities that compete fiercely to get students and produce quality student graduates (<https://pddikti.kemdikbud.go.id/search/jember>, 2021).

One of the private universities in the city of Jember is the University of dr. Soebandi. University of dr. Soebandi Jember is one of the private universities in Jember with an operating license based on the Indonesian Ministry of Education and Culture No. 74/D/O/2009. dr. Soebandi University which originally held midwifery and nursing education and has been accredited by BAN-PT. Dr. Soebandi University located in Jember Regency has been known by the wider community as a university that produces professional health workers. University of dr. Soebandi is a university that prioritizes academic quality, which includes the quality of lecturers, the quality of education staff and the quality of students. University of dr. Soebandi is a university that continuously strives to improve performance, especially the performance of employees in order to have an advantage over private universities, especially those in the city of Jember. The achievement of employee performance at dr Soebandi University starts from recruitment activities, adequate competence and employee placement. Achievement of employee performance at the University of dr. Soebandi is presented in Table 1.

Table 1. Employee Performance Achievements 2021

Departement	Employee Average	Criteria	Performance Achievements
University Senate	83	Good	Did not reach the target
LPM	82	Good	Did not reach the target
LP3M	80	Good	Did not reach the target
SPI	88	Very good	achieve the target
Financial department	77	Good	Did not reach the target
General Affair	79	Good	Did not reach the target
Laboratory	84	Good	Did not reach the target
Facilities and infrastructure	85	Good	Did not reach the target
Library	80	Good	Did not reach the target
IT	78	Good	Did not reach the target
Administration section	83	Good	Did not reach the target
Nursing study program	85	Good	Did not reach the target
Nursing professional study program	81	Good	Did not reach the target
S1 Midwifery Study Program	80	Good	Did not reach the target
Bachelor of Pharmacy	88	Very good	Achieve the target
D4 TLM study program	68	Enough	Did not reach the target
Business Digital Study Program	67	Enough	Did not reach the target
Entrepreneurship Study Program	65	Enough	Did not reach the target

Source: HR Department, Universitas dr. Soebandi Jember

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Based on the data in Table 1, it can be seen that most of the performance of employees in each work unit and study program is in accordance with the performance achievements set by the leadership of the University, dr. Soebandi. However, some newly established study programs such as the D4 TLM study program, Digital Business Study Program and Entrepreneurship Study Program still do not meet the employee performance, this is due to the limited availability of employees. The number of lecturers and administrative staff is still limited and the placement of lecturers and education staff is still not in accordance with the applicable job description. This is because there are still some employees who experience concurrent positions and jobs. So that the results of achieving performance are also still not optimal compared to other departments or study programs. Based on the theory of research concepts, namely recruitment, competence, job placement and employee performance, as well as the results of previous research that has been carried out by several previous studies and also on the basis of business phenomena that occur at the University of dr. Soebandi Jember, this study aims to determine and analyze the effect of recruitment and employee competence on performance with work placement as an intervening variable.

RESEARCH METHODS

The research approach used in this study is quantitative, where this research is a replication study of previous studies by combining several variables that were combined from several previous studies (Ferdinand, 2016). This study uses exogenous variables, namely recruitment (X1), competence (X2) and the intervening variable, namely employee placement (Z), while one endogenous variable, namely employee performance (Y). This research was conducted at the University of dr. Soebandi Jember with the address Jl dr. Soebandi Patrang Jember. The population in this study were all employees of the University of dr. Soebandi Jember with 108 people. The time of this research is the period from February 1 to March 31, 2022, the measuring instrument used is a questionnaire which will later be tested by testing the validity and reliability of the data. To answer the research hypothesis, the SEM analysis tool with WarpPLS was used.

RESULTS AND DISCUSSION

Table 2. Characteristics of Respondents

Characteristics	Variable Characteristics	Number	%
Gender	Male	46	42
	Female	62	58
Education	Senior High School	17	15
	Diploma	7	6
	Bachelor /S1	18	17
	Magister/S2	66	62
Age	Age 21-30 Years	10	9
	Age 31- 40 Years	30	28
	Age 41-50 Years	40	37
	Age > 50 years	28	26
Years of service	Less than 3 years	30	28
	4 – 7 years	43	40
	More than 7 years	35	32

Based on the data in Table 2, it appears that of the 108 respondents, 62 people (58%) of them were female respondents, while 46 people (42%) were male respondents. Thus, it can be concluded that the composition of the respondents in this study is mostly dominated by female respondents. Based on the results of calculations with descriptive analysis related to the educational qualifications of the respondents, it can be seen from 108 respondents, as many as 17 people (15%) have a high school education / equivalent, 7 people (6%) have an Academy / D3 education and as many as 18 people (17%) have an education the highest is S1 and as many as 66 people (62%) have the highest education S2. Referring to the characteristics of the highest education, it can be concluded that the respondents of this study were dominated by respondents who had the highest level of education. Based on the age characteristics of the respondents, it appears that, out of 108 people, as many as 10 (9%) of them are between the ages of 21-30 years; as many as 30 people (28%) of whom were aged between 31-40 years, and as many as 40 people or 37% aged 41-50 years; as many as 28 people (26%) aged more than 50 years. Referring to the age characteristics of the respondents above, it can be concluded that the respondents in this study were dominated by respondents aged between 41-50 years. Based on the characteristics of the respondents' tenure, it appears that, out of 108 people, as many as 30 people (28%) with less than 3 years

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of service; as many as 43 people (40%) with a working period of 4 - 7 years, and as many as 35 people (32%) with a working period of more than 7 years. Referring to the age characteristics of the respondents above, it can be concluded that the respondents in this study were dominated by respondents who worked 4-7 years as many as 43 people.

Validity Test and Reliability Test of Research Results

Table 3. Validity Test Results

Variable	Indicator	Result
Recruitment	X11	0.9330
	X12	0.6270
	X13	0.8630
Competence	X21	0.8400
	X22	0.8700
	X23	0.7040
Work Placement	Z1	0.6090
	Z2	0.7180
	Z3	0.8860
Employee Performance	Y1	0.7020
	Y2	0.8980
	Y3	0.8490
	Y4	0.8570
	Y5	<u>0.9430</u>

Based on the output results in Table 2, it can be concluded that the correlation of each construct and variable indicator with a cross loading value is above 0.5. Thus, when viewed from the overall SE value greater than 0.5 and p value < 0.001, then the construct used meets the criteria of discriminant validity, where all latent constructs predict their indicators are greater than 0.5 and p value < 0.01.

Table 3. Results of Research Reliability Test

Variable of Research	Composite Reliability	Cronbach's Alpha
Recruitment	0,856	0,741
Competence	0,848	0,730
Work Placement	0,837	0,737
Employee Performance	0,930	0,904

Based on the calculations presented in Table 3, it shows a satisfactory composite reliability of each variable, namely recruitment (0.856), competence (0.848), job placement (0.837), performance (0.930). The results of Cronbach's alpha also showed good results, namely recruitment (0.741), competence (0.730), job placement (0.737), performance (0.904). Thus, it can be concluded that each construct has high reliability, which can be seen from the composite reliability and Cronbach's alpha values for all constructs greater than 0.70.

Hypothesis Test Results

To evaluate the structural relationship between latent variables, it is necessary to test the hypothesis of the path coefficient between variables by comparing the p-value with a p-value of 0.01. The amount of p-value is obtained from the output on WarpPLS 5.0. Testing this hypothesis is also intended to prove the truth of the alleged research which consists of 7 hypotheses. The research hypothesis testing is presented in Table 4.

Table 4. Hypothesis Testing Results

No	Hypothesis	Path Coefficients	P values	Remarks
1.	Recruitment → Work Placement	0,361	0,001	Supported
2.	Competence → Work Placement	0,460	0,001	Supported
3.	Recruitment → Employee Performance	0,360	0,001	Supported

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4. Competence → Employee Performance	0,238	0,025	Supported
5. Work Placement → Employee Performance	0,497	0,001	Supported
6. Recruitment→Work Placement→Employee Performance	0,179	0,000	Supported
7. Competence→Work Placement→ Employee Performance	0,226	0,004	Supported

Based on the calculations in Table 4, it is known that the path coefficient value of the influence of recruitment on employee performance through job placement is 0.179 with a p value of 0.000. While the coefficient of the influence of competence on employee performance through work placement is 0.226 with a p value of 0.004 so that this result is significant because the p value is smaller than 0.05. The total effect of the indirect effect of the recruitment variable on the employee performance variable through job placement is 0.361 with a p value <0.001 and the total effect of the competency variable on employee performance through job placement is 0.460 with a p value <0.01.

DISCUSSION

Effect of Recruitment on Work Placement

Recruitment and placement of employees have a close relationship where recruitment includes the process to meet the needs of employees both quantitatively and qualitatively, the selection process and the process of screening prospective employees. The employee recruitment system must be implemented to the maximum extent possible in order to attract candidates with the best skills and personalities that match the job position. Parameters for measuring employee placement are the qualifications of employee needs, educational background, ability, expertise, and experience. The results of the research test show that recruitment has an effect on job placement. Thus, the first hypothesis (H1) which states that recruitment has an effect on job placement is accepted (H1 is accepted) and H0 is rejected. Research that is in line with this research is that conducted by: (Wali et al., 2020) which stated that recruitment had a positive impact on employee placement.

The Influence of Competence on Work Placement

Placement is the process of assigning tasks to workers who pass the selection to be carried out in accordance with the scope of work that has been determined, and are able to accept all risks and possibilities that occur in their duties and work, authorities and responsibilities. Placement is the reassignment of an employee/employee to his new job requiring proper competence to support the job. The results showed that competence had an effect on job placement. Thus the second hypothesis (H2) which states that competence has an effect on job placement is accepted (H2 is accepted) and H0 is rejected. Research that is in line with this research is that conducted by: (Thahir, 2020) states that competence has an impact on placing employees in the positions they should be in.

The Effect of Recruitment on Employee Performance

Internal recruitment of reference employees, succession planning, interviews, personality tests, newspaper recruitment, professional search agencies, and biodata as the dominant senior level staffing practices. Implementation of employee recruitment will have an impact on employee performance. This is because at the beginning of recruitment, prospective employees have been selected who have the ability, skills and expertise that can be used to carry out work and produce performance. The results showed that the recruitment variable had an effect on employee performance at the University of dr. Soebandi Jember. Thus the third hypothesis (H3) which states that recruitment affects employee performance is accepted (H3 is accepted) and H0 is rejected. Research that is in line with this research is that conducted by: (Dewi & Darma, 2017; Lestari et al., 2020; Santos et al., 2020; Sudiarditha et al., 2017. by: (Suwanto & Subyantoro, 2019), (Pratisardy & Lukito, 2019), (Aristana & Suthanaya, 2014).

The Effect of Competence on Employee Performance

Performance can achieve maximum value if it is supported by employees who have competencies in accordance with organizational standards. Competence can consist of knowledge and understanding of the extent to which employees know the theories and understand then can practice them correctly in the work. In addition, employees also have the skills and abilities to complete tasks on time after they master the theory and practice it correctly. The results showed that the competence variable had an effect on employee performance at the University of dr. Soebandi Jember. Thus the fourth hypothesis (H4) which states that competence affects employee performance is accepted (H4 is accepted) and H0 is rejected. Research that is in line with this research are those conducted by: (Wahyudi et al., 2022), (Rusmayanti et al., 2022), (Kurniawan et al., 2021), (Mustikawati & Qomariah, 2020), (Adam & Kamase, 2019; Amdani et al., 2019; Basalamah, 2017; Friolina et al., 2017; Indiyarningsih et al., 2020; Mukhtar, 2018; Nyoto et al., 2020; Pinca, 2015; Rande, 2016; Setiawati, 2017; Sriwidodo & Haryanto, 2010; Utomo et al., 2019;

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Wasiman, 2020; Widyanto & Mersa, 2018; Wongso et al., 2020; Yamin & Ishak, 2018). This study is not in line with research conducted by (Utomo et al., 2019), (Chandra et al., 2020), (Kurniawan et al., 2021) which states that competence has no effect on employee performance.

The Effect of Work Placement on Employee Performance

Placement of employees who have the ability and expertise in accordance with job specifications and qualifications will contribute to improving employee performance. Performance is the output or result of work produced both in terms of quality and quantity and can be accounted for in accordance with the duties and authorities given to employees in the organization accompanied by abilities, expertise, and skills in completing the work. The results showed that the job placement variable had an effect on employee performance at the University of dr. Soebandi Jember. Thus the fifth hypothesis (H5) which states that competence affects employee performance is accepted (H5 is accepted) and H0 is rejected. Research that is in line with this research is that conducted by (Alwi & Sugiono, 2020; H. Iskandar, 2020; Muaja et al., 2017). While the research that is not in line with this research is that conducted by (Patty, 2019).

The Effect of Recruitment on Employee Performance Through Work Placement

The success of employee placement is determined by the qualifications of employee needs, educational background, abilities, expertise, and experience. Recruitment and placement of employees will succeed in improving employee performance because the recruitment process will select the right personnel to occupy certain job positions you know. The right recruitment process in selecting employees will produce maximum employee performance. Based on path analysis, the coefficient of path analysis for the recruitment variable on employee performance through job placement is 0.179 with a p value of 0.000. These results indicate that the effect of recruitment on employee performance through employee placement at the University of dr. Soebandi Jember Regency, so the sixth hypothesis (H6) is accepted.

The Influence of Competence on Employee Performance Through Work Placement

Competence can be seen from several things, namely knowledge, understanding, skills and attitudes. Performance can achieve maximum value if it is supported by employees who have competencies in accordance with organizational standards. Placement is placing a person's position into the right job position, how well an employee has competencies that are in accordance with his job. The result of the research is the path analysis coefficient for the competency variable on employee performance through job placement is 0.226 with a p value of 0.004, this result shows the effect of competence on employee performance through employee placement at the University of dr. Soebandi Jember Regency so that the seventh hypothesis (H7) is accepted.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research that has been done, the first conclusion can be drawn, namely that there is a positive and significant effect of recruitment on job placement, this shows that the increase in recruitment will increase job placement. An employee who passes the selection and recruitment process will get a better job placement. The second conclusion is that there is a positive and significant influence of competence on job placement, this shows the increasing competence, the easier it will be for job placement. An employee who passes the recruitment process will get a better job placement. The third conclusion is that there is a positive and significant effect of recruitment on employee performance. This shows that recruitment is able to increase employee performance. The better the implementation of recruitment, it will further improve employee performance. The fourth conclusion is that there is a positive and significant effect of competence on employee performance. This means that the increasing competence will improve employee performance. Competence that applies in an organization will improve employee performance. The fifth conclusion is that there is a positive and significant effect of work placement on employee performance. These results indicate that the better the work placement in the organization, the better the performance of employees. This means that employees who get decent work placements will work better and improve their performance even better. The sixth conclusion is that there is an indirect effect of providing recruitment on employee performance through job placement. Recruitment to find qualified employees will increase job placement and improve employee performance. The seventh conclusion is that there is an indirect effect of the application of competence on employee performance through job placement. This means that work placement is able to significantly strengthen the positive influence of competence on organizational performance.

Based on the conclusion of the study, the suggestions put forward by this research are: suggestions for the University of dr. Soebandi Jember, namely that competence has a greater coefficient value, then the University of dr. Soebandi must further maintain employee competence in order to place employees who have an adequate level of competence so that it will support their performance. While recruitment is a variable that has a lower coefficient value, the University of dr. Soebandi Jember must fix the employee recruitment process so that it can be carried out even better so that it will have an impact on improving employee

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performance. Suggestions for future research are to use a qualitative approach and obtain exploratory research information and data in order to explore more information and respondents' answers that reflect the actual condition of the research object.

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