

## THE INFLUENCE OF RECRUITMENT AND PLACEMENT ON EMPLOYEE PERFORMANCE AT PT. BANK KALTENG WITH COMPENSATION AS MEDIATION

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### Abstract

PT. Bank Kalteng is one of the regional development banks that plays a crucial role in supporting economic growth in Central Kalimantan. The recruitment and placement processes of employees are crucial factors determining the effectiveness and efficiency of the bank's operations. In addition to recruitment and placement, compensation also plays a significant role in determining employee performance. This study aims to evaluate the impact of recruitment and placement on employee performance at PT. Bank Kalteng, with compensation as a mediating variable. The results indicate that recruitment and placement together significantly influence employee performance through the mediation of compensation. Recruitment also directly influences employee performance significantly with compensation as a mediator, as does placement. The analysis results show a path coefficient value of 0.196, a T-statistic value of 4.588, and a P-value of 0.022, indicating that the first hypothesis is accepted. This means that recruitment and placement together significantly affect employee performance through compensation mediation. These findings underscore the importance of effective recruitment and placement roles as well as adequate compensation in enhancing employee performance.

**Keywords:** Compensation, Employee Performance, Placement, PT. Bank Kalteng, Recruitment.

### INTRODUCTION

Industry 4.0 has brought significant changes to the way companies conduct their activities by leveraging technological advancements and the internet. Although

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technology has replaced some functions previously performed by humans, the role of humans remains essential in managing these technologies. Current technological developments tend to lean towards the use of robots and automation, which can benefit companies by reducing the need for direct labor. A company's success greatly depends on the employees involved in its structure (Ratnasari et al., 2020). Employees are not only executors but also decision-makers who play a crucial role in achieving the company's goals. Employees bring diverse backgrounds, such as education, age, and gender, which influence their contributions to the company. Human resources are the central figures in the effort to achieve the company's objectives. To ensure effective management, companies need qualified employees who can manage the company optimally, thereby improving performance (Jufrizen, 2016).

In human resource management, the primary focus is on employee performance. Employee performance is the measurable outcome of work, both in quality and quantity, reflecting an individual's ability to complete tasks according to the responsibilities assigned (Adha et al., 2019). Various factors influence employee performance, including internal company factors. Internal company factors affecting employee performance include organizational structure, job design, and the processes of recruitment and employee placement (Pringgabayu & Kusumastuti, 2016). An effective organizational structure provides a clear framework for employees, facilitates coordination, and enhances accountability.

To achieve optimal performance, companies need to implement precise and effective recruitment and job placement systems (Sakti et al., 2023). This means that companies must have a meticulous recruitment process and job placement that aligns with the organization's needs. By effectively applying this system in practice, companies can develop a workforce with the knowledge and skills that meet job demands. As a result, employees will be able to contribute maximally to the achievement of the company's goals.

Recruitment is a series of activities aimed at seeking and attracting job applicants who possess the motivation, abilities, skills, and knowledge necessary to fill vacancies identified in workforce planning (Halim, 2016). This process aims to add new employee candidates through systems and procedures established by the company, so that these employees can be placed according to the needs of the positions that have been analyzed. The implementation of recruitment aims to obtain quality employees who can realize the company's objectives. Recruitment is considered successful if many applicants submit applications, allowing the company to select the best candidates. An effective recruitment system must align with the company's goals, standard operating procedures (SOP), and established recruitment procedures to enable the company to grow in accordance with its predetermined objectives.

In addition to recruitment, employee placement also has a significant influence on enhancing employee performance. Placement is the process of assigning someone to the right job position, where the match between the employee and the job will affect the quantity and quality of work produced (Yani et al., 2016). Placing employees in positions that align with their skills and abilities helps the company achieve optimal work results and expected goals. In job placement, companies must consider factors such as employees' knowledge, abilities, and skills (Tanjung & Novadjaja, 2016). These

factors are crucial for ensuring that company activities are carried out efficiently and effectively, in line with the established goals. Proper placement ensures that employees can contribute maximally, thereby improving the overall productivity and performance of the company.

Potential human resources and substantial capital capabilities can lead a company to success. Recognizing the importance of valuable human resources, companies must pay special attention to compensation as a fair reward for employees' hard work. Compensation provided to employees not only serves as recognition but also affects their standard of living and social status in society (Rumere et al., 2016). Therefore, fair and competitive compensation is crucial for retaining and motivating employees, as well as ensuring optimal performance in achieving the company's goals.

PT. Bank Kalteng is a regional development bank that plays a crucial role in supporting economic growth in Central Kalimantan. The bank's vision is to become a leading bank focused on providing the best service to the community and supporting regional development through various financial products and services. To achieve this vision, PT. Bank Kalteng relies heavily on competent and highly dedicated employees. The bank's success in reaching its goals depends significantly on the quality of its human resources. Therefore, the recruitment and placement processes of employees are critical factors that determine the bank's operational effectiveness and efficiency. In addition to recruitment and placement, compensation also plays a vital role in determining employee performance. Fair and competitive compensation can enhance employee motivation, ensure job satisfaction, and positively impact employee performance.

This study aims to analyze the influence of recruitment and placement on employee performance at PT. Bank Kalteng, with compensation as a mediating variable. Through this research, it is expected to gain a better understanding of how effective recruitment and placement strategies, along with appropriate compensation policies, can enhance employee performance and support the achievement of PT. Bank Kalteng's objectives.

Based on the background described, the following problem statements are formulated regarding the influence of recruitment and placement on employee performance at PT. Bank Kalteng, with compensation as a mediating variable.

- 1.) How does recruitment influence employee performance at PT. Bank Kalteng?
- 2.) How does placement influence employee performance at PT. Bank Kalteng?
- 3.) What is the role of compensation as a mediator in the relationship between recruitment and employee performance at PT. Bank Kalteng?
- 4.) What is the role of compensation as a mediator in the relationship between placement and employee performance at PT. Bank Kalteng?
- 5.) Do recruitment, placement, and compensation collectively influence employee performance at PT. Bank Kalteng?

With these problem statements, the research is expected to provide a more comprehensive understanding of the factors influencing employee performance at PT. Bank Kalteng and how the company can optimize recruitment, placement, and compensation strategies to achieve better performance.

## RESEARCH METHOD

Based on the outlined conceptual framework, this research adopts a causal approach to explore cause-and-effect relationships among the variables under investigation. The study population consists of all 66 employees of PT. Bank Kalteng, employing a saturated sampling technique where the entire population is included as the sample. This approach follows Sugiyono (2012), who suggests that saturated sampling is suitable when all members of the population are included in the study. Therefore, the researcher selected all 66 employees as the study sample.

The data analysis technique employed is Partial Least Squares Structural Equation Modeling (PLS-SEM), which aims to build or test theories with a prediction-oriented approach. PLS-SEM is used to explore relationships among latent variables and test predictions. This method was chosen for its flexibility in handling various measurement scales of data and its suitability for use with relatively small samples. The PLS testing process involves two stages: the measurement model test (Outer Model) and the structural model test (Inner Model).

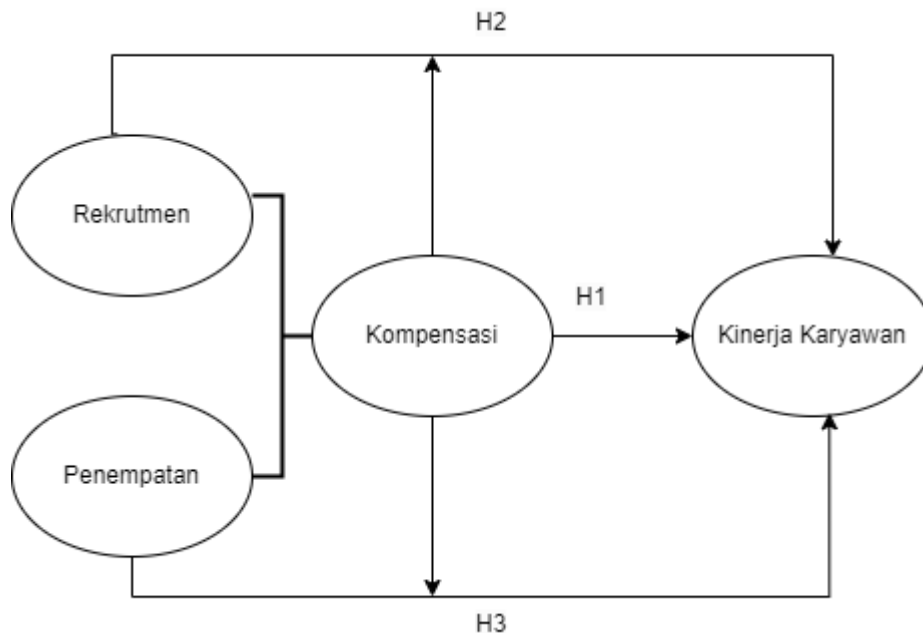


Figure 1. Conceptual Framework

Based on this conceptual framework, the research hypotheses are formulated as follows:

- **H1: There is a significant influence of recruitment and placement on employee performance at PT. Bank Kalteng with compensation as a mediator.**  
This hypothesis posits that both recruitment and placement practices significantly impact the performance of employees at PT. Bank Kalteng. Furthermore, it suggests that compensation plays a mediating role in this relationship, indicating that how employees are recruited and placed affects their performance partially through the compensation they receive.
- **H2: There is a significant influence of the recruitment process on employee performance at PT. Bank Kalteng with compensation as a mediator.**

This hypothesis specifically focuses on the impact of the recruitment process alone on employee performance. It proposes that the recruitment strategies employed by PT. Bank Kalteng have a direct effect on how well employees perform their duties. It further suggests that compensation mediates this relationship, implying that the recruitment practices influence employee performance partially through their effect on compensation.

- **H3: There is a significant influence of job placement on employee performance at PT. Bank Kalteng with compensation as a mediator.**

This hypothesis centers on the influence of job placement, emphasizing how placing employees in appropriate roles affects their performance. It argues that where employees are placed within the organization significantly impacts their ability to perform effectively. Similarly, compensation is posited as a mediator in this relationship, indicating that job placement affects employee performance partially through its influence on compensation.

These hypotheses are designed to be tested using PLS-SEM, a robust statistical method suitable for analyzing complex relationships in small sample sizes. By utilizing PLS-SEM, the study aims to provide insights into the causal links between recruitment practices, job placement, compensation, and employee performance at PT. Bank Kalteng. The findings are expected to contribute to a deeper understanding of how human resource management strategies can be optimized to enhance organizational performance through effective recruitment, strategic job placement, and fair compensation practices.

In summary, this research will contribute valuable insights into the factors influencing employee performance at PT. Bank Kalteng, highlighting the pivotal role of recruitment, job placement, and compensation policies. By examining these relationships using PLS-SEM, the study aims to offer practical recommendations for enhancing organizational effectiveness and achieving strategic goals through optimized human resource practices.

## **RESULT AND DISCUSSION**

### **Findings**

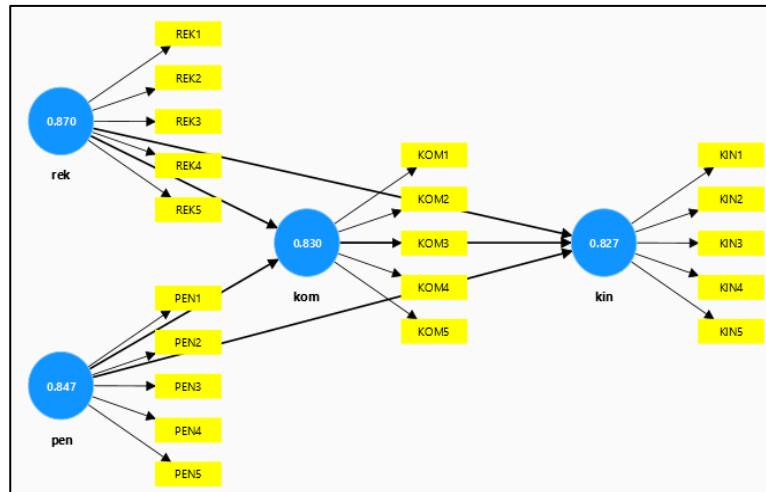


Figure 2. SEM-PLS Model

Based on the above study, the model's measurement testing includes examining the Average Variance Extracted (AVE), which indicates the amount of variance in indicators that can be explained by their latent variables. An AVE value above 0.5 signifies good convergent validity for latent variables. The AVE values are presented in the table below.

Table 1. Average Variance Extracted

| Variabel             | Average variance extracted (AVE) |
|----------------------|----------------------------------|
| Employee Performance | 0.827                            |
| Compensation         | 0.83                             |
| Placement            | 0.847                            |
| Recruitment          | 0.87                             |

According to the table, the variables Employee Performance, Compensation, Job Placement, and Recruitment all have AVE values above 0.5, indicating their validity. Construct reliability is measured using Composite Reliability (CR), where a value above 0.7 suggests that the indicators consistently measure their respective latent variables.

Table 2. Composite Reliability

| Variabel             | Composite reliability (rho_a) |
|----------------------|-------------------------------|
| Employee Performance | 0.956                         |
| Compensation         | 0.955                         |

|             |       |
|-------------|-------|
| Placement   | 0.958 |
| Recruitment | 0.964 |

The results of the testing show that the constructs (variables) Employee Performance, Compensation, Job Placement, and Recruitment are reliable, with Composite Reliability values all exceeding 0.7.

#### Outer Measurement Model

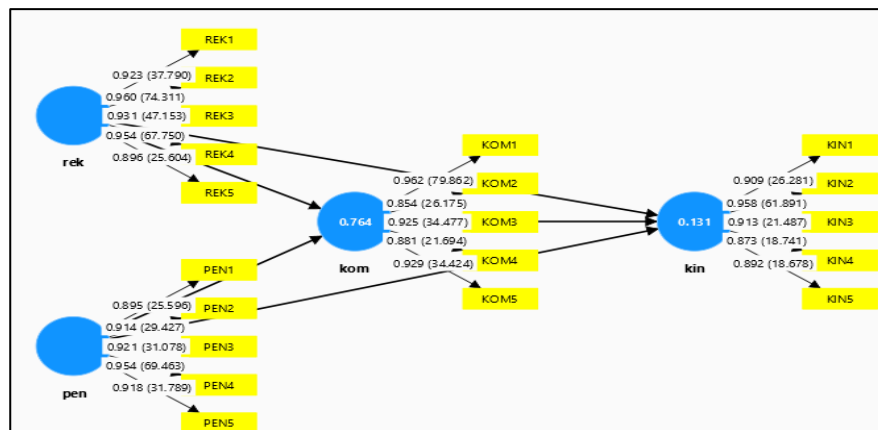


Figure 3. Outer Model

Based on the path diagram output, the structural model testing results are summarized in the table below:

Table 3. Outer Measurement Model

|             | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics ( O/STDEV ) | P values |
|-------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| KIN1 <- kin | 0.909               | 0.907           | 0.035                      | 26.281                   | 0        |
| KIN2 <- kin | 0.958               | 0.958           | 0.015                      | 61.891                   | 0        |
| KIN3 <- kin | 0.913               | 0.907           | 0.042                      | 21.487                   | 0        |
| KIN4 <- kin | 0.873               | 0.87            | 0.047                      | 18.741                   | 0        |

|             |       |       |       |        |   |
|-------------|-------|-------|-------|--------|---|
| KIN5 <- kin | 0.892 | 0.889 | 0.048 | 18.678 | 0 |
| KOM1 <- kom | 0.962 | 0.962 | 0.012 | 79.862 | 0 |
| KOM2 <- kom | 0.854 | 0.856 | 0.033 | 26.175 | 0 |
| KOM3 <- kom | 0.925 | 0.925 | 0.027 | 34.477 | 0 |
| KOM4 <- kom | 0.881 | 0.88  | 0.041 | 21.694 | 0 |
| KOM5 <- kom | 0.929 | 0.928 | 0.027 | 34.424 | 0 |
| PEN1 <- pen | 0.895 | 0.895 | 0.035 | 25.596 | 0 |
| PEN2 <- pen | 0.914 | 0.913 | 0.031 | 29.427 | 0 |
| PEN3 <- pen | 0.921 | 0.919 | 0.03  | 31.078 | 0 |
| PEN4 <- pen | 0.954 | 0.955 | 0.014 | 69.463 | 0 |
| PEN5 <- pen | 0.918 | 0.917 | 0.029 | 31.789 | 0 |
| REK1 <- rek | 0.923 | 0.923 | 0.024 | 37.79  | 0 |
| REK2 <- rek | 0.96  | 0.96  | 0.013 | 74.311 | 0 |
| REK3 <- rek | 0.931 | 0.933 | 0.02  | 47.153 | 0 |
| REK4 <- rek | 0.954 | 0.954 | 0.014 | 67.75  | 0 |
| REK5 <- rek | 0.896 | 0.896 | 0.035 | 25.604 | 0 |

The high and significant path coefficient values (Original Sample) for all indicators indicate strong relationships with their respective constructs, with T-statistics well above 1.96 and P-values at 0.000. For instance, the Performance indicator (KIN2) has the highest path coefficient of 0.958 with a T-statistic of 61.891, demonstrating a very strong relationship with the performance construct. Similarly, indicators like Compensation (KOM1), Job Placement (PEN4), and Recruitment (REK2) also show very strong relationships with their respective constructs, with path coefficient values of 0.962, 0.954, and 0.960 respectively. These values suggest that all indicators are valid in measuring their constructs, indicating a well-fitted measurement model.

#### *Inner Measurement Model*

The model's goodness-of-fit is assessed using R-Square, which explains how much variance in the dependent variables is explained by the independent variables.

Table 4. R-Squared Goodness of Fit

| Variabel             | R-Square |
|----------------------|----------|
| Employee Performance | 0.131    |



|              |       |
|--------------|-------|
| Compensation | 0.764 |
|--------------|-------|

The  $R^2$  value is calculated as 0.7949, indicating that the model explains 79.49% of the variance in Employee Performance. The remaining 21.51% variance is explained by other variables not included in the model, such as motivation, organizational commitment, loyalty, and other variables.

Table 5. Inner Measurement Model

|   | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics ( O/STDEV ) | P values |
|---|---------------------|-----------------|----------------------------|--------------------------|----------|
| Placement & Recruitment -> Compensation -> Employee Performance | 0.196               | 0.187           | 0.557                      | 4.588                    | 0.022    |
| Recruitment -> Compensation -> Employee Performance             | 0.74                | 0.748           | 0.306                      | 2.418                    | 0.016    |
| Placement -> Compensation -> Employee Performance               | -0.544              | -0.561          | 0.251                      | 2.17                     | 0.03     |

1. **Hypothesis 1 (H<sub>1</sub>)** states that there is a significant influence of both recruitment and job placement on employee performance at PT. Bank Kalteng, with compensation as a mediator. From the table, the path coefficient (Original Sample) is 0.196 with a T-statistic of 4.588 and a P-value of 0.022. Since the T-statistic exceeds 1.96 and the P-value is less than 0.05, it can be concluded that the first hypothesis is accepted. This means that both recruitment and job placement together significantly influence employee performance through the mediation of compensation.
2. **Hypothesis 2 (H<sub>2</sub>)** states that there is a significant influence of recruitment on employee performance at PT. Bank Kalteng, with compensation as a mediator. The path coefficient (Original Sample) is 0.740 with a T-statistic of 2.418 and a P-value of 0.016. Since the T-statistic exceeds 1.96 and the P-value is less than 0.05, it can be concluded that the second hypothesis is accepted. This indicates that recruitment significantly influences employee performance through the mediation of compensation.
3. **Hypothesis 3 (H<sub>3</sub>)** states that there is a significant influence of job placement on employee performance at PT. Bank Kalteng, with compensation as a mediator. The path coefficient (Original Sample) is -0.544 with a T-statistic of 2.17 and a P-

value of 0.030. Since the T-statistic exceeds 1.96 and the P-value is less than 0.05, it can be concluded that the third hypothesis is accepted. This suggests that job placement significantly influences employee performance through the mediation of compensation.

In conclusion, the results of the structural model testing confirm the significant relationships between recruitment, job placement, compensation, and employee performance at PT. Bank Kalteng. The findings provide valuable insights into how these human resource management practices impact organizational effectiveness. By utilizing PLS-SEM, the study ensures robust analysis and contributes to enhancing strategic HRM practices aimed at optimizing employee performance and achieving organizational goals effectively.

### **Analysis/Discussion**

#### ***Recruitment and Placement significantly influence employee performance through Compensation mediation.***

The analysis results indicate that both recruitment and placement significantly affect employee performance at PT. Bank Kalteng through the mediation of compensation. These findings are consistent with human resource theory, which emphasizes that effective recruitment and placement processes are key to acquiring high-quality employees who can contribute significantly to organizational performance. Research conducted by Saputra (2021) demonstrates that simultaneous testing shows that recruitment and job placement variables have a significant and positive impact on employee performance at PT. Torganda Kandir. Similarly, research by Simarmata (2018) indicates that recruitment and job placement influence employee performance at Alpha Hotel Pekanbaru.

Effective recruitment ensures that a company obtains high-quality employees, while appropriate placement ensures that employees are positioned according to their skills. However, without adequate compensation, the positive effects of recruitment and placement will not be optimal. Good compensation motivates employees to perform better and commit to the company. These findings underscore the importance of integrating recruitment, placement, and compensation strategies to enhance employee performance and achieve organizational goals.

#### ***Recruitment significantly influences employee performance through Compensation mediation.***

This supports research by Tamin (2020), which shows that recruitment partially affects the performance of employees at Bank Muamalat Indonesia. Additionally, research by Haris et al. (2020) also states that recruitment significantly influences employee performance, emphasizing the importance of the recruitment factor. The

mediation of compensation in this context indicates that effective recruitment, supported by adequate compensation, will significantly enhance employee performance at PT. Bank Kalteng. In other words, the success of recruitment at PT. Bank Kalteng depends not only on selecting the right candidates but also on providing fair and competitive compensation, which overall enhances employee motivation and productivity. This study emphasizes the importance of both factors in achieving optimal employee performance.

***Placement significantly influences employee performance through Compensation mediation.***

This supports research by Aldilaningsari (2014), which shows that placement variables based on knowledge, skills, and abilities significantly influence employee performance at PT. Bank Jatim Branch Malang. When these placement variables align appropriately, employee performance also increases. Additionally, research by Fadilah (2013) states that simultaneously, all placement variables significantly influence employee performance at the Regional Secretariat of Gresik Regency. In the context of PT. Bank Kalteng, appropriate placement, supported by adequate compensation, significantly enhances employee performance. This study highlights the importance of suitable placement and fair compensation in achieving optimal employee performance.

In conclusion, the integration of recruitment, placement, and compensation strategies is crucial for enhancing employee performance and achieving organizational goals at PT. Bank Kalteng. Effective recruitment practices ensure the acquisition of talented employees, while proper placement ensures they are in roles that maximize their potential. Moreover, fair and competitive compensation motivates employees to perform at their best. These findings underscore the interdependency of these HR practices in driving organizational success through improved employee performance. Future research could explore additional variables such as motivation, organizational commitment, and loyalty to further enhance our understanding of factors influencing employee performance in banking institutions.

## **CONCLUSION**

Based on the background, problem formulation, hypotheses, analysis results, and discussion, it can be concluded that:

1. **Recruitment and placement significantly influence employee performance at PT. Bank Kalteng with compensation as a mediator.**

Effective recruitment and appropriate placement have a significant impact on employee performance at PT. Bank Kalteng, particularly when accompanied by adequate compensation. This finding aligns with previous research emphasizing the importance of aligning employees' knowledge, skills, and abilities with their

positions and providing appropriate compensation to enhance employee performance.

**2. Recruitment significantly influences employee performance at PT. Bank Kalteng with compensation as a mediator.**

The research findings indicate that recruitment has a significant influence on employee performance at PT. Bank Kalteng, mediated through compensation. This underscores the critical role of recruitment practices in selecting the right candidates who can contribute effectively to the organization's goals, especially when coupled with fair and competitive compensation packages.

**3. Placement significantly influences employee performance at PT. Bank Kalteng with compensation as a mediator.**

Proper placement based on employees' knowledge, skills, and abilities significantly enhances employee performance at PT. Bank Kalteng, mediated through compensation. This highlights the importance of placing employees in roles that leverage their strengths and capabilities, complemented by appropriate compensation to motivate them to perform at their best.

Effective recruitment and placement practices, when integrated with fair compensation strategies, play a pivotal role in enhancing employee performance at PT. Bank Kalteng. These practices ensure that employees are not only well-suited for their roles but also motivated to contribute effectively to the organization's success. Future research could further explore additional variables such as employee motivation, organizational commitment, and the role of leadership in fostering a supportive work environment that enhances employee performance in banking institutions.

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