



## Recruitment, Job Placement and Compensation for Employee Performance at Grand Mercure Medan Angkasa Hotel

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Doi :


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### ABSTRACT

This research aims to find out the recruitment, placement and compensation for the performance of karyawan at Grand Mercure Medan Angkasa Hotel. Multiple linear regression analysis research designs are used as analytical tools to find out how influences between independent variables and dependent variables. In this study using a type of associative research with a quantitative approach. The population and samples in this study are a population of 115 employees with a sample of 89 employees at the Grand Mercure Medan Angkasa Hotel. The results of this study showed that recruitment variables have a positive and significant effect on employee performance, job placements have a positive and significant effect on employee performance and compensation affects employee performance.

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## INTRODUCTION

Human resources is a science and art that can regulate the relationship and role of labor to effectively and efficiently help realize company goals (Hasibuan, 2018). Human resources can also be said to be employees who act as planners, implementers and controllers who are always active in realizing company goals. All companies need human resources that can qualify, one of which is by improving the quality of employee performance, so that employees are more capable and skilled in doing their work.

Employee performance is a result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibility given to him and one's performance is a combination of ability, effort, and opportunities that can be judged from the results of his work (Kurniawati, 2016). To get optimal performance results, human resources must be managed and wherever possible, so that human resources in an organization feel comfortable in carrying out their duties and getting maximum results.

The performance of an employee can be improved if between work and ability there is conformity, for that so that the individual has good performance then must be able to understand the work, know how to run the work properly, so that performance will be more maximal. Employee performance is very important for the company because if the performance of employees is good then the company will be easier to achieve its goals and advance its company and if the performance of employees is poor then the company will experience losses and the company's goals in advancing and improving its quality will not be achieved. Employee performance is a concern for every type of company including Grand Mercure Medan Angkasa Hotel.

Grand Mercure Medan Angkasa Hotel is a company engaged in hospitality services, this hotel offers interesting facilities such as ballroom, SPA, Swimming pool, gym, meeting room, sauna and comfortable guest rooms for every guest who will stay at this hotel. Grand Mercure Medan Angkasa Hotel is located in the middle of Medan which is located is a strategic place and easily accessible by private or public vehicles, which is located on Jalan Sutomo number 1 Medan.

Recruitment of human resources is needed by a company for the effectiveness of employee performance in achieving its goals (Aisyah & Giovanni, 2018). The goal achieved from this is to provide an effective corporate work unit in achieving the company's goals as the company should be able to develop, use and maintain employees in the right quality and quantity. Therefore, the company must be able to understand how best to manage employees who come from different backgrounds, skills, and abilities so that employees can do their work in accordance with their skills and the type of work provided. In conducting recruitment companies must also place employees in accordance with their respective skills so that employee performance is more optimal.

The accuracy and inaccuracy of the organization when placing employees in certain positions or positions will determine the success or failure of the organization in achieving its goals (Alwi & Sugiono, 2019). Incorrect placement of employees will have an impact on the performance of employees and organizations, because the wrong position will degrade employee performance so that the performance of the organization will also decrease, placements must be based on the job description and job specifications that have been established, and guided by the principles behind the right people in the world. The right place and the right person at work. In order for an employee to be utilized optimally, the company must place employees according to their expertise and provide compensation in accordance with the work that the employee has given to his company.

Success in determining proper compensation will determine how the quality of employees in work, which will be directly related to the effectiveness of employee goals and the efficiency of the organization's budget, and will determine how the organization's survival in the company's competitive environment (Dwianto et al., 2019). Adequate compensation will affect the performance displayed by the employee. When compensation is not in accordance with the expectations of the employees then what happens is a subtle rejection up to a strong rejection through demonstrations. Compensation is mostly seen as cash only and therefore other aspects are ignored. Salary is certainly not the only purpose of working people, but at least it is salary that is a factor why workers are willing to work. High salaries are one of the main drivers in employee satisfaction and employee performance, therefore as human resources in the organization must be able to be developed and optimized for performance through various efforts, one of which is by providing proper and appropriate compensation so that productivity, quality, and service as the final goal can be achieved.

## **Theoretical Framework**

### **Recruitment**

According to (Samsudin, 2016) recruitment is the process of getting a large number of prospective employees who are suitable for a particular position or position in an organization or company. (Kasmir, 2016) argues that recruitment is an activity to attract a number of prospective employees / applicants to be interested and apply to the company in accordance with their desired qualifications or positions (Sinambela, 2016) argues that recruitment is an activity to get a number of employees from various sources, in accordance with their necessary qualifications so as to be able to carry out the organization's mission to realize their vision and Goal. To achieve the company's goals, the right prospective employees are needed according to their expertise. There are three recruitment indicators put forward by (Hasibuan, 2011) namely: 1) recruitment targets, 2) recruitment sources, and 3) recruitment methods.

### **Work Placement**

According to (Hariandja, 2016) the placement of kerja is the process of assignment or filling of positions or reassignments to new duties / positions or different positions. (Hasibuan, 2017) placement is a stage in a series of activities carried out to determine whether an employee is suitable to occupy a certain position in the organization. According to (Danang, 2015) placement is the transfer of an employee to a new job. Placement is the placement of an accepted (selected) potential employee into a position or job that requires it, while empowering everyone at the same time. There are 4 job placement indicators put forward by (Suwatno, 2015) namely: 1) behind education 2) Skills and work experience 3) Physical health condition and 4) Age

### **Compensation**

(Kasmir, 2016) Stating compensation is a reply to the services provided by the company to its employees, both in the form of financial and non-financial. According to (Khair, 2017) compensation is an award in return for the services, attention, perseverance and skills that employees have given to an organization both in financial and nonfinancial form. The indicators of compensation according to (Edison, 2018), are as follows: 1) Normative is the minimum amount of compensation to be received, including salary or wages (including salary / basic wage, fixed benefits, consisting of salaries and benefits. 2) Policy is compensation based on policy or due to special considerations, such as professional benefits, food and transport allowances, bonuses, leave money, production services and holidays.

### **Performance**

Performance is the result of an employee's work in quality and quantity achieved in carrying out his duties in accordance with the responsibilities that have been given to him (Mangkunegara, 2017). Performance is a result of work achieved by a person by carrying out tasks assigned to him based on proficiency, experience, sincerity and time (Hasibuan, 2018). According to (Edison, 2018), performance indicators are: 1) Target 2) Quality 3) Completion time, and 4) Obey the principle.

### **Recruitment Connection to Performance**

One of the main keys in finding high-quality human resources is recruitment. This is supported by the results of research conducted by (Alwi & Sugiono, 2019), (Eryana & Indah, 2020) and research (Rio et al., 2017) which shows that recruitment has a positive and significant effect on employee performance. This significant positive influence arises because the right recruitment process can help a company to recruit employees who are in accordance with the job specifications that have been set by the company based on job decryption and made with a series of stages in job analysis. As a result, the employee concerned will be able to do all the tasks and work that has been given to him in accordance with the expectations and standards set by the company, so that high performance will automatically be able to be achieved.

### **Work Placement Relationship to Performance**

In order for its employees to be utilized optimally, the company is also considered necessary to have the right work placement system for each division in the company itself. In this case, employees who have the ability and skills to carry out certain jobs are believed to be more appropriate if placed in areas that are in accordance with their abilities and expertise because the right employees will certainly be able to carry out their duties and work well, and be able to avoid various mistakes that may be made in the implementation of their duties and work, so that it can

achieve maximum performance. This is in line with the results of research conducted by (Siahaan & Bahri, 2019), (Goni et al., 2015), (Alwi & Sugiono, 2019) which showed that work placements proved to have a positive and significant effect on employee performance.

### Compensation Relationship to Performance

Another factor that can affect employee performance is compensation. This has been proven by (Arismunandar & Khair, 2020), (Kusjono & Ratnasari, 2019) and research (Dwianto et al., 2019) which in its research results showed that compensation has a positive and significant effect on employee performance. It can be concluded that effective compensation will be able to encourage an employee in doing his duties and work as well as possible, so that it can ultimately improve employee performance. This happens because a good financial compensation system itself will provide job satisfaction for an employee, where job satisfaction will encourage employees to always perform high.

### Recruitment, Placement and Compensation to Performance Relationship.

It can be explained that recruitment, placement and compensation have a joint effect on employee performance and significantly. Based on these results, it is supported by the results of research conducted by (Alwi & Sugiono, 2019) which shows that recruitment, work placement and competence have a positive and significant effect on employee performance. Because recruitment, work placement and good compensation include planned HR planning and resulting in better goals for the company in improving employee performance.

### Conceptual Framework

A conceptual framework is a form of frame of mind that can be used as an approach to solving problems.

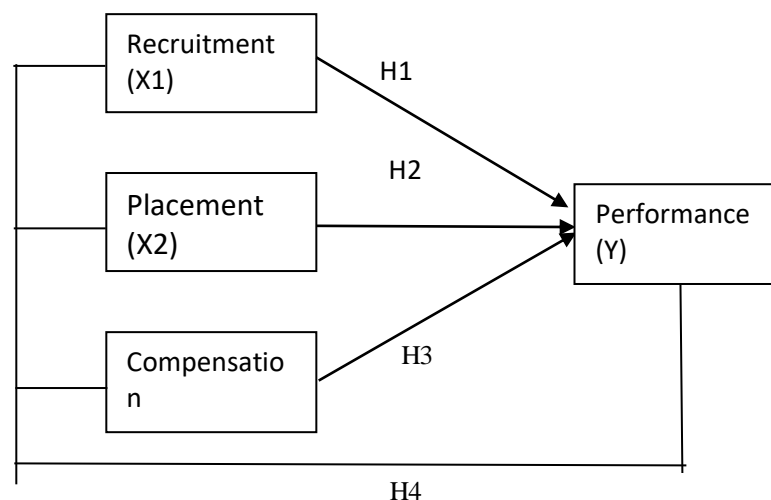


Figure 1. Conceptual Framework  
Source: Data processed, 2022

### Hypothesis

H1: Recruitment has a significant effect on employee performance at Grand Mercure Medan Angkasa Hotel.

H2: Work placement affects employee performance at Grand Mercure Medan Angkasa Hotel.

H3: Compensation has a significant effect on employee performance at Grand Mercure Medan Angkasa Hotel.

H4: Recruitment, work placement and compensation have a simultaneous effect on performance employees at Grand Mercure Medan Angkasa Hotel.

## **METHOD**

The type of research conducted is associative research through a quantitative approach. Associative research according to (Sugiyono, 2015) is a study that aims to find out the influence or relationship between two or more variables. Quantitative research approach according to (Sugiyono, 2015) can be interpreted as a research method used to examine a particular population or sample, the technique of determining samples on its elements is carried out randomly, data collection using instruments in research, data analysis is quantitative or statistical to test established hypotheses. This research was conducted at Grand Mercure Medan Angkasa Hotel Jalan Sutomo no. 1 Medan. The research time was conducted from June to December 2021. The population in the study as many as 115 employees with a sample of 89 respondents Sample withdrawal in this study is using a proportional random sampling technique where the way of sampling from population members using random means without regard to strata in the population, then sampling using Rumus Slovin. In this study, the method of collecting data by spreading questionnaires or questionnaires. The analysis method used is multiple linear regression with the Statistical Package for Social Science (SPSS) program version 22.0.

## **RESULT AND DISCUSSION**

### **Normality Test**

The normality test in this study was used to find out whether independent variables and dependent variables were distributed normally or abnormally in the regression model of the study conducted. The normality test is carried out by the one sample kolmogorof smirnov test method which can be dilihat from its profitability value with the following test criteria: a) The value of Asym Sig 2 tailed is greater than 0.05 then it is concluded that the research data is distributed normally. b) The value of Asym Sig 2 tailed is smaller than 0.05, it is concluded that the research data is not distributed normally. The results of the normality test can be seen as follows:

**Table 1. Kolgomogrov Smirnov One-sample Normality Test**

<b>One-Sample Kolmogorov-Smirnov Test</b>		<b>Unstandardized Residual</b>
N		89
Normal	Mean	,0000000
Parametersa,b	Std. Deviation	1,36796579
Most Extreme	Absolute	,074
Differences	Positive	,047
	Negative	-,074
Test Statistic		,074
Asymp. Sig. (2-tailed)		,200c,d

Source: SPSS IBM Statistic 22

Based on the table, it can be seen that the value of Sig. (2 Tailed) of that value is greater than 0.05, thus it can be concluded that the research data used is distributed normally.

### **Multicollinearity Test**

(Priyatno, 2017) , explaining that the multicollinearity test means that the independent intervariables contained in regression models have a perfect or near-perfect linear relationship (the correlation coefficient is high or even the number 1). Here are the results of the multicollinearity test listed in the table below, namely:

**Table 2. Multicollinearity Test**

Coefficientsa

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	,518	,966		,537	,593		
Recruitment	,181	,064	,281	2,846	,006	,313	3,198
Penempatan_Kerja	,209	,079	,246	2,633	,010	,348	2,871
Compensation	,439	,097	,411	4,542	,000	,372	2,691

Source: SPSS IBM Statistic 22

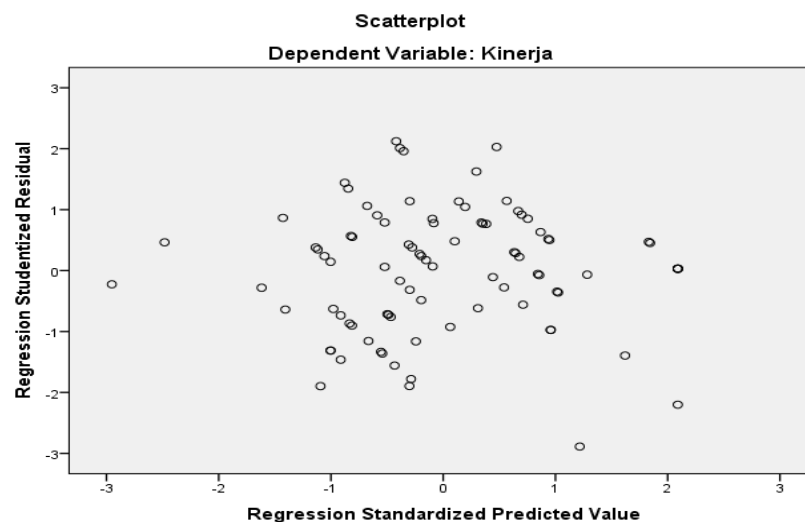
Based on the table, it can be seen that the Tolerance value of the independent variable in this study is greater than 0.10 and the VIF value of the independent variable in this study is smaller or can be said to be below 10. So it can be concluded that there are no symptoms of multicollinearity between independent variables in this study regression model.

#### Heteroscedasticity Test

Heteroscedasticity tests were conducted in this study with the aim of testing the same variety of variants from one observation to another in the regression model. In heteroskedasticity testing can also be seen from the Scatterplot test method with criteria, if on the titik-dot graph forming a certain pattern, then heteroscedasticity has occurred, and if the pattern is random and scattered and continuously shifts away from the zero line, then heteroscedasticity occurs, as for the results of the method, among others:

Figure 2. Scatterplot Heteroscedasticity Test

Source: SPSS IBM Statistic 22



Based on the figure, the point points in the regression model of the study spread unevenly and did not appear to form an orderly pattern. Thus, it can be concluded that the research regression model shows no symptoms of heteroskedasticity.

#### Determination Coefficient Test ( $R^2$ )

The coefficient of determination is used to determine the extent to which a model can explain variance in a dependent variable. Between zero and one is the coefficient of determination. A small number indicates that the capacity of independent variables to describe dependent variables is very limited. A number close to one (1) can be considered a free variable that provides almost all the information needed to forecast the variation of a bound variable ( $R^2$ ) (Ghozali, 2016). The results of this test can be seen as follows:

**Table 3. Determination Coefficient Test ( $R^2$ )**

Summary Model

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,861a	,741	,732	1,39190

Source: SPSS IBM Statistic 22

Based on the table, it can be seen that the value of R Square ( $R^2$ ) = 0.741. So it can be concluded that the ability of independent variables to explain bound variables is 0.741 or equivalent to 74.1% while the remaining 25.9% is explained by variables not included in this study.

#### Model Feasibility Test (Test F)

The F simultaneous significance test is basically used to assess the Goodness of fit of a model (Ghozali, 2016). The criteria for decision-making, namely: a) If F calculates a larger F table or a smaller probability of significant value (Sig is smaller than 0.05), then simultaneously independent variables are mandated against dependent variables. b) If F calculates a smaller F table or a greater probability of a significant value (Sig is greater than 0.05), then simultaneously the independent variable has no effect on the dependent variable.

**Table 4. Model Feasibility Test (Test F)**

ANOVAa

Type	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	470,963	3	156,988	81,031	,000b
Residual	164,677	85	1,937		
Total	635,640	88			

Source: SPSS IBM Statistic 22

Based on the table, the results of the F-Test can be seen simultaneously, and obtained a value of Fhi calculated = 81.031 with a significance level of 0.000. Ftable = 2,710. Fghibel > (81,031 > 2,710). So it can be concluded that these results have been fit and worthy of use in this study.

#### Multiple Correlation Coefficient Test

This test is done to find out the strength of the relationship between free variables and bound variables. This analysis aims to find out the magnitude that shows the strength of the relationship between one variable and another variable, namely variable X with variable Y. The test criteria are as follows: If the probability value of 0.05 is smaller or equal to the probability value of the sig. F change, then it means that there is no significant relationship between variable X and variable Y, If the probability value of 0.05 is greater or equal to the probability value of the sig. F change means that there is a significant relationship between variables X and Y. The results of this test can be seen as follows:



**Table 5. Uji Double Correlation Coefficient**

**Model Summary**

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,861a	,741	,732	1,39190	,741	81,031	3	85	,000

Source: SPSS IBM Statistic 22

Based on the table, you can see the results of Sig. F Change of 0.000 is smaller than 0.05, it can be concluded that the Recruitment (X1), Work Placement (X2) and Compensation (X3) variabel has a significant relationship to Employee Performance (Y) simultaneously. The value of R (Correlation Coefficient) of 0.861 can be concluded that the level of relationship between rekrutmen (X1), Work Placement (X2) and Compensation (X3) to Employee Performance (Y) simultaneously has a very strong relationship.

#### Multiple Linear Regression Analysis Test

Multiple linear regression testing aims to find out how much influence free variables consisting of recruitment (X1), work placement (X2) and compensation (X3) have on employee performance (Y) as bound variables. Based on testing using SPSS 22.0, you can see the results of multiple linear regression equations as follows

Source: SPSS IBM Statistic 22

Based on the above, showing the results of linear regression, namely:

**Table 6. Multiple Linear Regression Test Coefficientsa**

Type		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,518	,966		,537	,593		
	Recruitment	,181	,064	,281	2,846	,006	,313	3,198
	Penempatan_Kerja	,209	,079	,246	2,633	,010	,348	2,871
	Compensation	,439	,097	,411	4,542	,000	,372	2,691

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$Y = 0.518 + 0.181 X_1 + 0.209 X_2 + 0.439 X_3 + e$$



From these results, it shows that:

- a. The constant value of 0.518 which is a fixed value that has a positive effect on employee performance assuming that the recruitment, work placement and compensation variables have a fixed coefficient value
- b. If the recruitment value changes in a particular unit, it can improve employee performance by 0.181 specific units assuming that the other variables in this research model do not experience the same changes.
- c. If the value of the work placement changes in a particular unit, it can improve employee performance by 0.209 specific units assuming that other variables in this study model do not experience the same changes.
- d. If the compensation value changes in a particular unit, it can improve employee performance by 0.439 specific units assuming that other variables in the study model do not undergo the same changes.

#### **Hypothesis Test (Test t)**

In this study the t test is used to test how far the influence of independent variables used in this study individually in describing dependent variabel partially with criterion a) If t calculates a larger t table or a smaller probability of significance level (Sig. smaller than 0.05), then it can be stated  $H_a$  accepted and  $H_o$  rejected, Independent variables have an influence on dependent variables. b) If t calculates a smaller t table or a greater probability of significance level (Sig. smaller than 0.05), then  $H_a$  is rejected and  $H_o$  is accepted, the independent variable has no influence on the variable. The following can be seen the results of the t test using SPSS 22.0 software, including:

**Table 7. Hypothesis Test (Test t)**  
Coefficients<sup>a</sup>

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	,518	,966		,537	,593		
Recruitment	,181	,064	,281	2,846	,006	,313	3,198
Penempatan_Kerja	,209	,079	,246	2,633	,010	,348	2,871
Compensation	,439	,097	,411	4,542	,000	,372	2,691

Source: SPSS IBM Statistic 22

In this study, the number of samples used was  $n = 89$  respondents. Then obtained the value of  $t_{table} = 1.662$ . Based on the results of the table above using SPSS 22.0, the following partial test results, namely:

- a. In the recruitment variable, the value of  $t_{hitung} > t_{table}$  is  $2,846 > 1,662$  and the significance value is smaller than 0.05 which is 0.006 so it can be said that recruitment has a significant effect on employee performance at Grand Mercure Medan Angkasa Hotel.
- b. In the work placement variable, it is known that the value of  $t_{hitung} > t_{table}$  is  $2,633 > 1,662$  and the significance value is smaller than 0.05 which is 0.010 so it can be said that the work placement has a significant effect on employee performance at Grand Mercure Medan Angkasa Hotel.

In the compensation variable, the value of  $t_{hitung} > t_{table}$  is  $4,542 > 1,662$  and the significance value is smaller than 0.05 which is 0.000 so it can be said that compensation has a significant effect on employee performance at Grand Mercure Medan Angkasa Hotel.

#### **CONCLUSION**

Based on the results of research analysis and discussions that have been outlined earlier, conclusions can be drawn, namely as follows:

1. Recruitment significantly affects employee performance at Grand Mercure Medan Angkasa Hotel. Tested and accepted based on regression value of 0.181, thitung of 2.486 and ttabel value of 1.662 then thitung > ttabel and Sig value calculate  $0.006 < 0.05$ .
2. Work Placement has a significant influence on the performance of employees of Grand Mercure Medan Angkasa Hotel. Tested and accepted based on regression values of 0.209, thitung 2.633 and ttabel values of 1.662 then thitung > ttabel and Sig value calculate  $0.010 < 0.05$ .
3. Compensation has a significant influence on the performance of employees of Grand Mercure Medan Angkasa Hotel. Tested and accepted based on regression values of 0.439, thitung 4,542 and ttabel values of 1,662 then thitung > ttabel and Sig value calculate  $0.000 < 0.05$ .
4. Recruitment, work placement and compensation have a positive and significant effect on the performance of Employees of Grand Mercure Medan Angkasa Hotel. Tested and acceptable based on an Fhitung value of 81,031 > an Ftabel value of 2,710 and a value of Sig  $0.000 < 0.05$ .

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