

# The Influence of Human Resource Planning, Recruitment and Placement of Employees on the Performance of the Lavie Baby House Company in Bandung

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## Abstract

Improving employee performance can be done through human resource planning, recruitment and placement of employees in accordance with education and skills. With the condition of the development of the business world that has increased significantly, it must go hand in hand with improving employee performance based on a good human resource planning, recruitment and job placement process. Based on this phenomenon, there are still many companies that have not properly paid attention to regulations and standards in the process of human resource planning, recruitment, and placement of correct and appropriate work, so that it has a negative and unfavorable impact on employee performance in a company. This study aims to analyze the effect of human resource planning, recruitment, and placement on employee performance at the Lavie Baby House company. Data analysis is carried out using multiple linear regression methods, reliability tests, classical assumption tests, multicollinearity tests, autocorrelation tests, normality tests, heteroscedasticity tests, and linearity tests and the method used to collect data is by distributing questionnaires to 60 employees of the Lavie Baby House company. Based on the results of the analysis obtained at the Lavie Baby House company, the overall value of Human Resource Planning is in the good category with a value of 77.19% of employees stating that they understand the job description given, appropriate knowledge and background and mastery of technology at work as a supporting facility, development and innovation at work. In addition, the recruitment process received a good category from respondents of 77.38% who stated that in the recruitment process prospective employees went through the process of being summoned by the company as a stage in the recruitment process. From other results, it can also be concluded that the majority of respondents feel that in the implementation of the recruitment process, information dissemination is known through social media or mass media and find out information on vacant positions in the company through job advertisements and the recruitment process is open to the

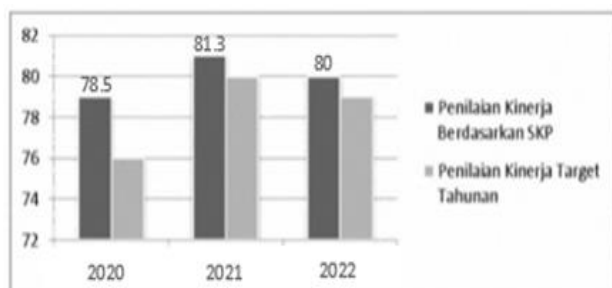
public. For the analysis of employee placement, it also gets a good category from respondents with a value of 79.66%. which states that in the process of job placement employees are familiar with the work and work equipment provided by the company, the implementation of the employee placement process in the company which has been adjusted to their respective experiences, skills possessed, and position placement in accordance with their educational background so that it can be concluded that the placement of employees is fulfilled with the culture and standards of the Lavie Baby House company. The results showed that human resource planning, recruitment, and placement have a positive and significant influence partially on the performance of Lavie Baby House company employees.

**Keywords**

HR planning, recruitment, placement, performance

Strategies in implementing recruitment and selection activities are important, this is because the recruitment and selection procedures carried out by the company will affect the quality of human resources that will be used by a company. Human resource management consists of activities that include planning functions, human resource recruitment, human resource analysis, equal employment opportunity, benefits and compensation, health, security and safety, and labor and labor relations (Mathis & Jackson, 2019). Human resource planning is the most important factor to improve the performance of company employees. It is a determinant of success or failure in achieving goals. By meeting the qualifications of human resources is what the company needs most.

Conditions that often occur in companies place positions not in accordance with the expertise or field of human resources, recruitment, placement and employee performance. This has decreased employee performance which has an impact on the achievement of organizational goals. Placement of positions appropriately is very efficient compared to inefficiency which results in a mismatch with the worker so that it is not optimal.



**Figure 1. Graph of Average Employee Performance of Lavie Baby House 2020-2022**  
Source: CV. Lavie Yolie Berjaya

Based on the graph above, it shows that there was a decrease in 2022 by 80% from the

previous year based on SKP or employee performance goals.

The decline in employee performance has experienced obstacles that occur in the company. From the results of interviews (Human Resources Development) Lavie Baby House in Bandung, that the decline in employee performance that has not been maximized is due to a lack of technological adaptation to the use of digital media.

With this there are still workers who are less than optimal. This can be seen that there are still employees who practice not in accordance with the qualifications with the background and cause low performance of employees who are confused in their work, so they are not competent in their fields.

Based on the above problems, the researcher feels the need to conduct research by taking the title: "The Effect of Human Resource Planning, Recruitment, Employee Placement on Company Performance Lavie Baby House".

**Problem Formulation**

Based on the background described above, the authors can formulate the problems in the study as follows:

1. How does human resource planning (HR), recruitment, employee placement affect employee performance at the Lavie Baby House company?
2. How much influence does human resource planning, recruitment and job placement have on employee performance at Lavie Baby House Company either simultaneously or partially?

**Research Objectives**

As for some of the objectives of the research that has been done, namely to find out:

1. The effect of human resource planning (HR), recruitment, employee placement on employee performance at the Lavie Baby House company.
2. How much influence does human resource planning, recruitment and job placement have on employee performance at Lavie Baby House Company either simultaneously or partially.

## Overview

### Human Resource Planning

Definition of human resource planning according to experts:

1. Human Resources as a field of study that specifically studies the role and relationship of humans in achieving a target and organizational/company goals that are continuously developed until now. With HRM, company management will be able to direct employees correctly so that their potential develops. (Hasibuan, 2018)
2. Human Resources are important assets for the organization. They need attention from various parties so that their achievements can be maximized so that organizational goals are achieved. Based on this, human resource management is needed to increase the effectiveness of human resources in an organization. (Eti Nurhayati, R. Supomo, 2018).

Human resource planning (HR) is one of the important stages in the flow of the management process to organize the movement of the company's human resources from the current position to the desired position in the future.

### Recruitment

Definition of Recruitment according to experts:

1. According to Marwansyah in (Rosento, 2018) says that "Recruitment is a series of activities used by an organization to attract job applicants who have the abilities and attitudes needed to assist the organization in achieving its goals".
2. According to (Nuraeni, 2018) says that "This recruitment process is the process of searching, finding, inviting and determining a number of people from

inside and outside the company as prospective workers with certain characteristics as determined in human resource planning".

Recruitment is a very important first step in the human resource management process. A good recruitment process will help organizations find prospective employees who are qualified and have the potential to make a positive contribution in achieving company goals.

### Placement

Definition of placement according to experts:

1. Bahri (2019) suggests that employee placement is the process of placing employees in jobs that are in accordance with their skills so that they work effectively based on job analysis information.
2. According to Trisnawati (2019) Placement is a policy taken by an installation leader or personnel department to determine whether an employee remains or is not placed in a certain position or position based on consideration of certain expertise, skills or qualifications.

### Performance

Definition of performance according to experts:

1. According to Fahmi (2018) "performance is the result obtained by an organization, both profit oriented and non-profit oriented organizations produced during one period of time"
2. In Poltak, Sarton (2019) states that "performance is work performance, work effectiveness, work results, goal achievement, performance productivity".

Performance is a very important concept in human resource management, because it reflects the extent to which employees achieve the goals and standards set by the company.

### Research Methods

Sugiyono (2018) states that quantitative methods can be interpreted as research methods based on the philosophy of positivism,

used to research on certain populations or samples, data collection using research instruments, quantitative / statistical analysis, with the aim of describing and testing predetermined hypotheses. In this study using a questionnaire as a data collection tool. The survey method was chosen to determine the effect of advertising attractiveness and brand image on consumer decisions. According to Sugiyono (2018) the survey method is a quantitative research method used to obtain data that occurred in the past or present, about beliefs, opinions, characteristics, variable relationship behavior and to test several hypotheses about sociological and psychological variables from samples taken from certain populations, data collection techniques with observations (interviews or questionnaires) that are not in-depth, and research results tend to be generated.

### Place and Time of Research

This research was conducted at Lavie Baby House Company in Bandung with the research time period starting from March to August.

### Population and Sample

The population in this study were 60 employees in the marketing department of the Lavie Baby House company and researchers used the saturated sampling method, which means that all members of the population (60 people) were used as respondents in this study. The saturated sampling method, also known as a census, allows researchers to collect data from the entire existing population without taking a random sample.

### Data Collection Methods

Some steps in the survey research method include:

1. Research Planning, this stage of the process includes selecting the research topic, and determining the research objectives, identifying the target population, and developing survey instruments such as questionnaires.
2. Data Collection, this stage of the process involves collecting data from a number of respondents through questionnaires, interviews, or online surveys.

3. Data Processing, in this process the collected data will be processed and analyzed using SPSS version 27 software.
4. Data Analysis, researchers will analyze data using various statistical techniques to obtain/find patterns, distributions, or relationships between variables.
5. Interpretation of Results, the results of the analysis will be interpreted and explained from the test results of several variables that have processed the data using SPSS version 27 software.
6. Report Preparation, the research results will be compiled in the form of a systematic and clear research report, including research background, methods, findings, analysis, and conclusions.

### Data Testing

#### Validity Test

Sugiyono, 2018 states that the validity test is the equation of data reported by researchers with data obtained directly that occurs in research subjects. The validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the statement on the questionnaire is able to reveal what the questionnaire will measure. Test the validity of each question if  $r_{count} > r_{table}$  at a significant level ( $\alpha = 0.05$ ) then the instrument is considered invalid and if  $r_{count} < r_{table}$  then the instrument is considered invalid.

#### Reliability Test

Reliability test is a tool for measuring a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if the respondent's answer to the question is consistent or stable over time. Sugiyono (2018) states that reliable research is: "if there is similar data at different times"

#### Classical Assumption Test

The classic assumption test is used to determine whether the regression model is feasible between the variables used in the study. According to Ghazali (2018) the classic assumption test includes and includes normality test, multicollinearity test, and heteroscedasticity test.

## Multicollinearity Test

The multicollinearity test is used to test whether the regression model finds a correlation between independent variables. The regression model should not have a correlation between independent variables. In the multicollinearity test, it can be measured by looking at the tolerance value and variance inflation factor. If the tolerance value  $> 0.1$  and the VIF value  $< 10$ , it can be concluded that there is no multicollinearity problem (Ghozali, 2018). In the Durbin-Watson Test (DW Test), the hypothesis proposed is as follows:

- H0 : There is no autocorrelation (no correlation of residuals at certain time intervals).
- H1 : There is autocorrelation (there is residual correlation at certain time intervals).

The Durbin-Watson (DW) statistical value is in the range between 0 and 4. The conditions for drawing conclusions from the DW test are as follows:

### 1. If the DW value is close to 2:

- If  $DW = 2$ , then there is no autocorrelation (H0 accepted).
- If  $DW < 2$ , there may be positive autocorrelation (residuals tend to be positively correlated).
- If  $DW > 2$ , there may be negative autocorrelation (residuals tend to be negatively correlated).

### 2. If DW is very close to 0:

- $DW = 0$ , then there is a very strong positive autocorrelation.

### 3. If DW is very close to 4:

- $DW = 4$ , then there is a very strong negative autocorrelation.

4. It does not lead to a definite conclusion if DW is between the critical values DL and DU ( $DL < DW < DU$ ).

## 5. Normality Test

The normality test is used to test whether the confounding or residual variable regression model is normally distributed (Ghozali, 2018). In the normality test, it can be seen that the

distribution of data is normal or abnormal in the research variables.

In the context of the normality test, the hypothesis proposed is as follows:

H0: The data follows a normal distribution.

H1: Data does not follow a normal distribution.

If a normality test result shows a p value (significance value) that is greater than the specified significance level (e.g.  $\alpha = 0.05$ ), then H0 is accepted, which means the data follows a normal distribution. Conversely, if the p value is smaller than the specified significance level, then H0 is rejected, which means the data does not follow a normal distribution.

## Heteroscedasticity Test

The heteroscedasticity test is used to test whether there is an inequality of residual variance from one observation to another in the regression model. If there is a similarity of residual variants, it can be called homogeneity. Meanwhile, if there is a difference, it is called heterogeneity. A good regression model should not have heterogeneity. To see whether or not there is heterogeneity by observing the presence or absence of certain patterns on the scatterplot graph. If there is no pattern and the points are clearly spread above and below the number 0 on the Y axis, it can be said that heterogeneity does not occur (Ghozali, 2018). In the context of the heteroscedasticity test, the hypothesis proposed is as follows:

H0 : There is no heteroscedasticity (constant residual variance).

H1 : There is heteroscedasticity (residual variance is not constant).

If the results of the heteroscedasticity test show a p value (significance value) that is smaller than the specified significance level (e.g.  $\alpha = 0.05$ ), then H0 is rejected, which means there is heteroscedasticity in the regression model. Conversely, if the p value is greater than the specified significance level, then H0 is accepted, which means that there is no heteroscedasticity in the regression model.

## Linearity Test

The linearity test is a test used to determine whether the independent variable and the dependent variable to be used in the regression

model have a linear and significant relationship or not (Sugiyono, 2020).

### Descriptive Analysis

Mardiyono (2018) "Descriptive analysis is a method or method used to formulate data so that it becomes more informative and easy to understand, through the use of tables, graphs, and measures of concentration and measures of distribution."

In statistical analysis, descriptive methods are used to describe and summarize data to make it easier to understand. Some commonly used descriptive methods include calculations of mean (average), mode (most frequently occurring value), median (middle value), frequency (number of occurrences of a value), and other measures that describe the concentration and spread of data.

### Multiple Linear Regression Analysis

Multiple linear regression analysis is a method for analyzing the relationship between several independent variables and one dependent variable (Ghozali, 2018). In this study using multiple linear model analysis to determine the effect between organizational culture, employee experience, and career development on employee engagement using an analytical tool, namely the Statistical Package for Social Science (SPSS). According to Ghozali (2018) the multiple linear equation model in the study has the following formula:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon(1)$$

Where:

Y = Employee performance

$\alpha$  = Constant

b1, b2, b3 = Regression coefficient

X1, X2, X3 = Independent variable

## Results And Discussion

### Data Testing

The results of testing and analyzing data using SSPS are as follows:

### Validity Test

From the results of the validity test, it can be concluded that each statement in the HR planning, recruitment, job placement, and

employee performance variables meets the validity criteria, because the significance value or Sig (2-tailed) of each statement on each variable is less than 0.05. Therefore, all statements in the variables of HR planning, recruitment, job placement, and employee performance have proven valid, and thus, can be trusted and relied upon in this study.

### b) Reliability Test

Based on the results of the reliability analysis, it can be concluded that each statement in the HR planning, recruitment, job placement, and employee performance variables has a Cronbach Alpha value greater than 0.60. Therefore, it can be ascertained that the measuring instrument used in this study can be considered reliable. This means that the measuring instrument is reliable and provides consistent and accurate results in measuring the variables studied.

Table 1. Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.832	4

### c) Normality Test

Based on the results of the normality test analysis using SSPS software, it can be concluded that each statement in the HR planning, recruitment, job placement, and employee performance variables is normally distributed with the provisions of the significance value obtained of 0.620, which means that the significance value obtained is  $0.620 > 0.05$ . From these results it can be concluded that the regression is normally distributed or meets the normal distribution assumptions.

Table 2. Semirnov Test Normality Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		60
Normal Parameters <sup>a,b</sup>	Mean	0
	Std. Deviation	1
Most Extreme Differences	Absolute	.097
	Positive	.096
	Negative	-.097
Kolmogorov-Smirnov Z		.754
Asymp. Sig. (2-tailed)		.620

a. Test distribution is Normal.

b. User-Specified

**d) Multicollinearity Test**

The multicollinearity test results show that each independent variable (independent variable) does not have multicollinearity symptoms.

**Table 3. Multicollinearity Test**

Model	Coefficients <sup>a</sup>						Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Tolerance	VIF
	B	Std. Error	Beta					
1	(Constant)	-3.031	2.234		-1.357	.180		
	Perencanaan Sumber SDM	.267	.071	.337	3.774	<.001	.630	1.588
	Rekrutment	.123	.063	.118	1.483	.144	.794	1.259
	Penempatan Kerja	.522	.089	.539	5.914	<.001	.605	1.653

a. Dependent Variable: Kinerja Pegawai

**e) Autocorrelation Test**

Based on the results of the autocorrelation test, it shows that there are no autocorrelation symptoms indicated by the Durbin-Watson value of  $1.004 < 4$ . Thus, it is concluded that the research model does not have autocorrelation symptoms.

**Table 4. Autocorrelation Test**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.847 <sup>a</sup>	.718	.703	1.835	1.004

a. Predictors: (Constant), Penempatan Kerja, Rekrutment, Perencanaan Sumber SDM

b. Dependent Variable: Kinerja Pegawai

**f) Heteroscedasticity Test**

Based on the results of the Heteroscedasticity test, it shows that in this regression model there are no symptoms of heteroscedasticity, so it is a positive thing in the analysis. Heteroscedasticity is a condition in which the variance of the errors (residuals) in the regression model is not constant at all levels of the independent variable values. This symptom can lead to inaccuracies in estimation and hypothesis testing, and can reduce the reliability of the analysis results.

**Table 5. Heteroskedatistas Test**

Model	Coefficients <sup>a</sup>					
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	9.199	1.208		7.615	<.001
	Perencanaan Sumber SDM	-.016	.038	-.052	-.428	.670
	Rekrutment	-.098	.045	-.235	-2.192	.033
	Penempatan Kerja	-.207	.048	-.532	-4.331	<.001

a. Dependent Variable: ABS\_RES

**g) Linearity Test**

Based on the results of the linearity test, it shows that each independent variable (HR planning, recruitment, and job placement) has a p (Sig) Linearity value  $<0.05$ , so it is an indication that there is a significant linear relationship between the independent variable and the dependent variable (employee performance) in this study. When the Linearity p (Sig) value  $<0.05$ , it means that the null hypothesis (there is no linear relationship between the variables) can be rejected, and the alternative hypothesis (there is a linear relationship between the variables) is accepted. In other words, the test result states that at least one of the independent variables has a significant linear relationship with the dependent variable, and this is an important finding in statistical analysis. Thus, it can be concluded that in this study there is a significant linear relationship between the independent variables.

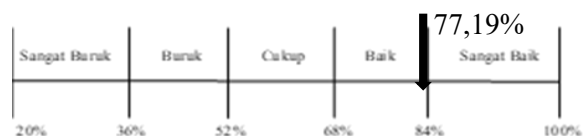
**Table 6. Linearity Test**

		ANOVA Table				
		Sum of Squares	df	Mean Square	F	Sig.
Kinerja Pegawai <sup>a</sup>	Between Groups (Combined)	373.817	8	46.727	18.852	<.001
	Linearity	267.355	1	267.355	107.867	<.001
	Deviation from Linearity	106.461	7	15.209	6.136	<.001
Within Groups		52.050	21	2.479		
Total		425.867	29			

**Descriptive Analysis**

**HR Planning Variable (X1)**

From the score calculation, there is the result that the average score of the Human Resources Planning variable (X1) is 77.19%. The value is presented in a continuum line as shown below.



**Figure 1. Continuum Line of X1 Variable**

Based on the analysis of the interpretation of the scores from the continuum line, the overall value of Human Resource Planning (X1) is in the good category with a value of 77.19%. Then, the highest value is in the 5th item (statement) with a value of 82%, where most respondents have the opinion that they as an employee always prioritize ethics and code of

ethics in working based on the Lavie Baby House corporate culture. From this result, it can be concluded that the majority of respondents feel that they always do their work with full ethics and code of ethics. This shows that integrity and honesty in doing work are aspects that are considered very important and strong in the work environment. From the results of other respondents also stated that they understand the job description given, appropriate knowledge and background as well as mastery of technology at work as a supporting facility, development and innovation at work so that it can be concluded that in HR planning employees meet the standards of the Lavie Baby House company.

**Recruitment Variable (X2)**

From the score calculation, the average score of the recruitment variable (X2) is 77.38%. This value is presented in a continuum line as in the figure below.

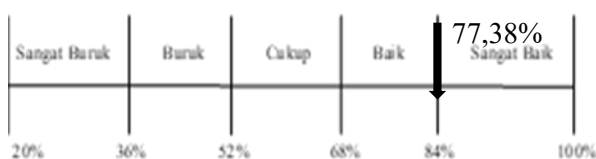


Figure 2: Continuum line of variable X2

Based on the analysis of the score interpretation of the continuum line, the overall value of the recruitment variable (X2) is in the good category with a value of 77.38%. Then based on the results of the analysis, the highest value was obtained from the respondents in the 4th statement with a percentage of 81.66% which stated that in the recruitment process prospective employees went through the calling process by the company as a stage in the recruitment process. From other results, it can also be concluded that the majority of respondents feel that in the implementation of the recruitment process, the dissemination of information is known through social media or mass media and find out information on vacant positions in the company through job advertisements and the recruitment process is open to the public. This shows that respondents understand, know and carry out the suitability of the recruitment process provided by the Lavie Baby House company.

**Job Placement Variable (X3)**

From the score calculation, the average score of the organizational commitment variable (X3) is 79.66%. This value is presented in a continuum line as in the figure below.

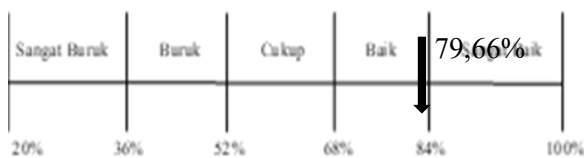


Figure 3. Continuum line of variable X3

Based on the analysis of the score interpretation of the continuum line, the overall value of the job placement variable (X3) is in the good category with a value of 79.66%. Then based on the results of the analysis, the highest value was obtained from the respondents in the 2nd statement with a percentage of 84.33% which stated that in the job placement process employees are familiar with the work and work equipment provided by the company. From other results as well, it can be concluded that the majority of respondents feel that the implementation of the employee job placement process in the company has been adjusted to their respective experiences, skills possessed, and position placements that are in accordance with their educational background so that it can be concluded that the employee's job placement is fulfilled with the Lavie Baby House company culture and standards.

**Employee Performance Variable (Y)**

From the score calculation, the average score of the employee performance variable (Y) is 79.93%. This value is presented in a continuum line as in the figure below.

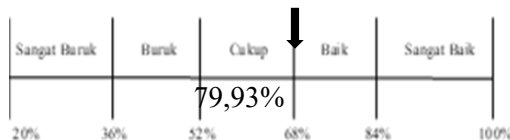


Figure 4. Y variable continuum line

Based on the analysis of the score interpretation of the continuum line, the overall value of the employee performance variable (Y) is in the good category with a value of 79.93%. As mentioned earlier, employee performance is an important quality in the professional world, and understanding job



descriptions, mastery of tools and technology that prioritizes good ethics and code of conduct at work so that it can help increase the targets and achievements set by the company. With a value of 79.93%, it can be interpreted that the majority of respondents show good performance quality with the suitability of the work culture set by the Lavie Baby House company.

**Multiple Linear Regression Analysis**

Below is displayed a detailed table of multiple linear regression test results linking HR Planning (X1), Recruitment (X2), and Job Placement (X3) variables with employee performance (Y).

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.031	2.234		-1.357	.180
	Perencanaan Sumber SDM	.267	.071	.337	3.774	<.001
	Rekrutment	.123	.083	.118	1.483	.144
	Penempatan Kerja	.522	.088	.539	5.914	<.001

a. Dependent Variable: Kinerja Pegawai

**Figure 5. Multiple Linear Regression**

By analyzing the regression coefficient results from the figure above, we can formulate the regression equation for this model as follows:  $Y = -3,031 + 0,267X1 + 0,123X2 + 0,522X3$  The regression equation shows that this study has the value of variables X1, X2, X3 equal to 0, which means that the value of employee performance (Y) will be -3,031 based on the regression equation above, and it can be concluded that it is not influenced by other variables and vice versa.

Based on the coefficient value, we can conclude the effect of each independent variable on the dependent variable (employee performance, Y) in this regression model.

- a) Human Resource Planning (X1): The coefficient of 0.267 indicates that each increase in HR Planning by 10 score units will contribute to an increase in employee performance by 2.67 score units.
- b) Recruitment (X2): The coefficient of 0.123 indicates that each increase in recruitment by 10 score units will contribute to an increase in employee performance by 1.23 score units.
- c) Job Placement (X3): The coefficient of 0.522 indicates that each increase in Job

Placement by 10 unit scores will contribute to an increase in employee performance by 5.22 unit scores.

**Simultaneous Significance Test (F Test)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	480.426	3	160.142	47.561	<.001 <sup>b</sup>
	Residual	188.557	56	3.367		
	Total	668.983	59			

a. Dependent Variable: Kinerja Pegawai

b. Predictors: (Constant), Penempatan Kerja, Rekrutment, Perencanaan Sumber SDM

**Figure 6. F test**

Based on the calculated F value which is greater than the critical value of the F table (47.561 > 2.77) and the significance value (Sig) which is lower than the specified significance level (0.001 < 0.05), we can draw the following conclusions:

- a) H0 (null hypothesis) is rejected: This means that the variables of HR planning (X1), recruitment (X2), and job placement (X3) have no influence on employee performance (Y).
- b) H1 (alternative hypothesis) accepted: This shows that the variables of HR planning (X1), recruitment (X2), and job placement (X3) simultaneously have a significant effect on employee performance (Y) as the dependent variable.

Thus, based on the results of the F test and the significance value (Sig), researchers can conclude that the variables of HR planning, recruitment, and job placement together significantly affect employee performance in this study.

**Partial Significance Test (t test)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.031	2.234		-1.357	.180
	Perencanaan Sumber SDM	.267	.071	.337	3.774	<.001
	Rekrutment	.123	.083	.118	1.483	.144
	Penempatan Kerja	.522	.088	.539	5.914	<.001

a. Dependent Variable: Kinerja Pegawai

**Figure 6. T-test**

Based on the analysis table above, conclusions can be drawn regarding the t test, including the following.

1. The HR planning variable (X1) has a t value of 3.774, which means that the t value is greater than the t table value (3.774 > 1.982). In addition, the work ethic variable

has a probability value (sig) of  $0.001 < 0.05$ . Therefore, this study concludes that  $H_0$  is rejected and  $H_1$  is accepted, which means that partially, the HR planning variable (X1) has a significant effect on the employee performance variable (Y).

2. The work discipline variable (X2) has a t value of 1.483, which means that the t value is greater than the t table value ( $1.483 < 1.982$ ). In addition, the work discipline variable has a probability value (sig) of  $0.144 > 0.05$ . Therefore, this study concludes that  $H_0$  is rejected, which means that partially, the recruitment variable (X2) has no significant effect on the employee performance variable (Y).
3. The organizational commitment variable (X3) has a t value of 5.914, which means that the t value is smaller than the t table value ( $5.914 > 1.982$ ). Therefore, in this study it can be concluded that  $H_0$  is rejected and  $H_1$  is accepted. In addition, the organizational commitment variable has a probability value (sig) of  $0.001 < 0.05$ . which means that partially, the job placement variable (X3) has a significant effect on the employee performance variable (Y).

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

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.847 <sup>a</sup>	.718	.703	1.835

a. Predictors: (Constant), Penempatan Kerja, Rekrutment, Perencanaan Sumber SDM

Figure 7. Determination Coefficient Test

Based on Figure 7, it can be seen that the coefficient of determination (Adjusted R-Square) is 0.703. This shows that 70.3% of the variation in the dependent variable (Y) can be explained by the independent variables (X1, X2, and X3) that have been included in the regression model. The remaining 29.7% is likely to be explained by other factors not included in this study or by factors that have not been modeled in the regression analysis. The value (Adjusted R-Square) shows that all independent variables, namely HR planning variables, recruitment and placement of employees, simultaneously have a significant

effect of 70.3% on employee performance as the dependent variable.

### Conclusions and Suggestions

Based on the results of research that has been conducted at the Lavie Baby House Company, researchers can conclude that:

1. Human Resources Planning (X1), Recruitment (X2), and Job Placement (X3) have a positive and significant impact on employee performance (Y). This means that employees give good support to these three variables, which in turn can improve their performance.
2. The employee performance variable (Y) is also in a good position, indicating that employees show commitment to the quality of their performance. They not only do work when ordered, but also show a willingness to do work with their own initiative and responsibility.
3. Overall, these results show that there is a positive relationship between human resource planning, recruitment, and job placement with employee performance. In addition, employees also show good commitment to the quality of their performance, which is a favorable thing for Lavie Baby House Company. These results provide a positive outlook on human resource management and employee performance in the context of this study.

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