
PROCEEDING OF RESEARCH AND CIVIL SOCIETY DESEMINATION

ISSN 3024-8426, Volume 3, No 1, Pages 174-185

DOI: <https://10.37476/presed.v3i1.108>

THE INFLUENCE OF RECRUITMENT, TRAINING AND PLACEMENT ON TEACHER PERFORMANCE AT AL BAYAN FOUNDATION HIDAYATULLAH MAKASSAR

Nasrullah^{1,*}; Abdullah² and Yuswari Nur³

^{*1,2,3} Postgraduate Program in Master of Management, ITB Nobel Indonesia

*Correspondence: 1arrahmanstudent@gmail.com

Abstract: This study aims to analyze: The Effect of Recruitment on Teacher Performance at Al Bayan Hidayatullah Foundation Makassar, The Effect of Training on Teacher Performance at Al Bayan Hidayatullah Foundation Makassar, The Effect of Placement on Teacher Performance at Al Bayan Hidayatullah Foundation Makassar. This study uses a quantitative method. The study was conducted at Al Bayan Hidayatullah Foundation Makassar. This study distributed questionnaires to 56 respondents. The method used is a quantitative method by testing the hypothesis, namely Validity Test, Reliability Test, Classical Assumption Test, Multiple Regression Analysis, T Test, F Test, and Determination Coefficient. The results of the study indicate that recruitment has a positive and significant effect on teacher performance at Al Bayan Hidayatullah Foundation Makassar. In the second variable, training has a positive and significant effect on teacher performance at the Al Bayan Hidayatullah Foundation, Makassar. The third variable, placement, has a positive and significant effect on teachers at the Al Bayan Hidayatullah Foundation, Makassar. In the simultaneous test, the Recruitment, Training and Placement variables have a positive and significant effect on teacher performance at the Al Bayan Hidayatullah Foundation, Makassar, while the Determination test has a contribution to teacher performance of 61.3%, while the rest is influenced by other variables not included in the study.

Keywords: Recruitment, Training, Placement and Teacher Performance.

A. Introduction

Background behind human resource management can traced to development the rapid development of the business world in the 20th century. Along with with emergence technology new and globalization, it can also be said that in this digital era HR management also faces challenge new. The company must adapt with digital transformation, such as use technology in recruitment, online training, and

management performance data- based. So can realized that good human resource management can give contribution significant to superiority competitive. No only as administrators, HR management were also present as guides, mentors, and supporters of teachers in develop potential and ability best for they. Management Source Power Man is the most determining factor every organization Because Source Power Man No only part from strength but it



Copyright © 2025 The Author

This is an open access article Under the Creative Commons Attribution (CC BY) 4.0 International License

is also a factor determinant main reach objective organization. As stated in the research previously that is Sarah Talya's research Tamin (2020), Influence Recruitment, Motivation, and Training to teacher performance at the Muamalat Foundation Indonesia (study in the DKI Jakarta area). Research results show that variables recruitment, motivation, and training influential to Teacher performance at the Muamalat Indonesia Foundation. Research results the in accordance theory put forward by John M. Ivan in Nunuk Andriani (2024), that human resource management is planning, organizing, directing, and controlling related processes with source Power man in organization with objective For reach superiority competitiveness and effectiveness organization. Successful whether or not organization reach the goal depending on ability Source Power The human carry out the assigned task. For growth and development use reach objective previous organization has determined by the decision- makers decision.

Mature This competition the more strict cause sued For capable increase Power competition For guard continuity company. For That appropriate teachers are needed with condition in company, and also must capable operate tasks that have been determined by the company Handoko, (2021). Teachers' abilities are reflected from optimal performance based on with the most basic and most important concept. Without existence source Power man can confirmed that wheel organization No will moving. Because the source Power man very determine superiority from something organization Because have source productive and qualified resources. Al Bayan Hidayatullah Makassar Foundation is a foundation that operates in the field of education, training preaching and social religious, Al-Bayan Foundation has

experience sufficient development rapid and positive development This caused by with an approach that involves management like management recruitment, training until teacher placement and aspects related in A organization, optimizing contribution source Power man in reach objective organization. As stated by Hanry (2020), that management Suber Power Man is a series activities carried out by a organization For develop and maintain source Power quality human beings tall so that can reach objective organization with effective and efficient.

Along development technology, management Source Power Man faced with the need For adapt with tools and systems new, like device soft management recruitment, for That needed recruitment. which has skills that can adapt with technology new. As stated by Nurhasanah (2020), recruitment is the withdrawal process individual in accordance with needs at the right time, quantity adequate, with qualification specified technology, whereas according to Simbolon (2020), Recruitment implemented so that the organization get a capable teacher in accordance with need organization, namely digital skills so that they still relevant in the ever -growing job market changed.

One of key main in create Source Power Professional human resources is lies in the recruitment process, according to Simamora (2020) recruitment process It is a series activity search and attract applicant Work with motivation, abilities, skills and knowledge required For cover identified deficiencies in planning personnel. Activities recruitment started at the time candidate start searched for, and ends at the time application they submitted. recruitment process very determine Good whether or not applicants who will apply to an organization that. This means what to do carried out by the party doing it recruitment must aligned and adjusted with need power work required

like position truly Al Bayan Hidayatullah Foundation is needed For get source potential teaching staff truly choose a teacher who has expected potential in accordance with needs based on digital skills. For get potential teacher applicants with ability technology in the era Now this, then can searching for from institutions certain, for example institution training power work, or with open advertisements in various media are sufficient own reputation. So that applicants needed fulfil real qualifications applicants who meet the requirements required qualifications.

Besides recruitment other factors that are not lost importance is training, Teacher training is one of the important strategies For reach objective said. Through appropriate and effective training, the Foundation can give Lots benefit for teacher performance, such as increase skills and knowledge, motivation and enthusiasm work, retention, safety and health work, innovation and creativity, power competitiveness, and preparing teachers for face various future challenges. Training program designed For increase skills work, expand teacher insight, and provide relevant knowledge in accordance with need company.

The world of work is dynamic and ever-changing developing, training be one of element important things to do noticed by the Foundation. Training No only about increase skills technical teacher, but also aims For ensure that teachers can adapt with change technology, improve productivity, as well as support development career they. Implementation training very important with objective acquire, increase, as well develop competence work, productivity, discipline, attitude, and training at the level skills and expertise certain in accordance with levels and qualifications position or Job training implemented by the Al Bayan Hidayatullah

Foundation is Training through interactive and applicable methods, combining presentation material, discussion group For delve into concept, as well as simulation and study possible cases participant understand implementation direct in the world of work. With approach this, participants No only get outlook theoretical but also skills practical that can implemented in accordance with needs, so that teachers who have understanding more Good about task they tend Work more efficient and productive more optimal performance. The training provided is business For repair formation understanding teach at a work certain.

Implementation training covers experience learning, planned activities and design as answer on successful needs identified. Training intended For repair mastery various skills and techniques implementation work specific and detailed and routine, according to Handoko, (2021). Training own role important in determine effectiveness, efficiency teacher performance. The training that has been accepted by the teachers later placed in position Work so will requires a structured and continuous training program from from time to time. Other factors that influence the performance of teachers at the Al Bayan Hidayatullah Foundation Makassar is factor placement. Definition placement according to B Siswanto (2018). Placement or placement is activity For follow up from the selection process candidate. After the stage selection, some candidates who have selected For passed later will placed in positions that require it and provide task to the teacher. The placement of teachers must be done with good, because with proper teacher placement, then the teacher concerned will know method good and able to teach carry out assigned tasks to him. Based on the discussion of the table above which is based on several theories that have been put forward above, the author has

chosen the research title, namely: "The Influence recruitment, training and placement to performance of teachers at the Al Bayan Hidayatullah Foundation Makassar.

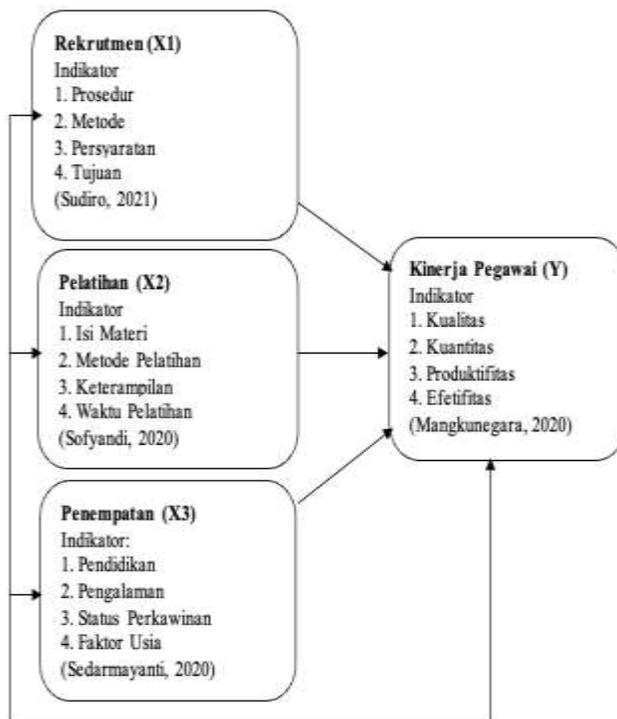


Figure 1. Conceptual framework

Understanding hypothesis is suspicion answer temporary to results research that will be researched. For more to be clear hypothesis this is so that research This can produce results appropriate research hope, then writer make hypothesis as following

1. Allegedly influential recruitment positive And partially significant to performance of teachers at the Al Bayan Hidayatullah Foundation Makassar.
2. Allegedly influential training positive And partially significant to performance of teachers at the Al Bayan Hidayatullah Foundation Makassar.
3. Allegedly influential placement positive And partially significant to performance of teachers at the Al Bayan Hidayatullah Foundation Makassar.

4. It is suspected that recruitment, training and placement have an impact positive And significant simultaneously to performance of teachers at the Al Bayan Hidayatullah Foundation Makassar.

B. Materials and Methods

Study This was carried out at the Al Bayan Hidayatullah Foundation, Makassar, located at road Tamalanrea highway BTP Axis No. 26, District Tamalanrea Makassar, as for plan study held in May to with June 2025. Research methods used in studies is in the form of method study quantitative which takes population of 56 people so samples in research This use sample fed up namely 56 people, technique taking samples in research This that is technique census that is all samples are made respondents.

Type study This use Data sources are primary data and secondary data. Primary data is data obtained directly from respondents at the research location. Secondary data is data obtained through documentation studies by studying various writings through books, journals, magazines, and also the internet from various sites to support this research. Data collection techniques in this study are conducting initial observations and questionnaires and supporting sources from documents. The data analysis technique for this study is using statistical analysis through the SPSS version 25 software application program, namely validity tests, reliability tests, multiple linear regression analysis, t-tests, f-tests and coefficients of determination.

C. Result and Discussion

Result

Validity Test

Validity test is a process for evaluate to what extent the instrument research, such as questionnaires, tests, or questionnaire,

really measure the intended variables. In other words, the validity test ensure that tool measurement used relevant with current topics researched

Without validity testing, the data collected Can just No relevant, so that results study will misleading Validity Test is a test with use instrument For know valid results against testing that refers to r- count

formula more big from r- table and value very r below 0.05. For know whether questionnaire used Already correct, then a validity test is carried out. To know whether questionnaire used Already correct, then a validation test is carried out, the purpose of which is For know that questionnaire used is valid. Validity test can be seen as in the table below this;

Table 1. Validation Test

Variables	Item	R _{count}	R _{table}	Sig	Information
Teacher Performance (Y)	1	0.835	0.2632	0.000	"Valid
	2	0.754	0.2632	0.000	"Valid
	3	0.964	0.2632	0.000	"Valid
	4	0.807	0.2632	0.000	"Valid
Recruitment (X1)	1	0.604	0.2632	0.000	"Valid
	2	0.917	0.2632	0.000	"Valid
	3	0.797	0.2632	0.000	"Valid
	4	0.910	0.2632	0.000	"Valid
Training (X2)	1	0.881	0.2632	0.000	"Valid
	2	0.880	0.2632	0.000	"Valid
	3	0.860	0.2632	0.000	"Valid
	4	0.880	0.2632	0.000	"Valid
Placement (X3)	1	0.857	0.2632	0.000	"Valid
	2	0.907	0.2632	0.000	"Valid
	3	0.878	0.2632	0.000	"Valid
	4	0.739	0.2632	0.000	"Valid

Sources: results 2025 data processing.

Based on results data processing for validity testing, then can it is said that third variable (X) namely as recruitment (X1) then variables training as (X2) and variable placement as (X3) then can said to be valid, because r- count more big from the r- table. Likewise, the variable (Y) is valid because r - value more big from r- table and the sign value of r below from the number 0.05 so that the test validity said to be valid

Reliability Test

To know reliability test results using comparison Cronbach's Alpha with numbers > 0.6 0 (Sugiono 2018). The results of the reliability test provide mark coefficient Cronbach's Alpha Where third variable (X) y measurements have been taken to provide results on the number 0.60 so that it is said that reliability test results is reliable, for see reliability test results can seen in the table below This;

Table 2. Reliability Test

Variable Name	Alpha Coefficient	Information
Teacher Performance (Y)	0.864	Reliable
Recruitment X ₁)	0.831	Reliable
Training (X ₂)	0.898	Reliable
Placement (X ₃)	0.862	Reliable

Source: Processed Data, 2025

In the table above it is clear that the reliability test that has been tested can be said that all variables, both the independent variable (X), namely variables recruitment (X1), variable training (X2) and variables placement (X3) and the dependent variable of teacher performance (Y) have results above > 0.60 so it can be said that the instrument used is reliable and can be relied on.

Multiple Linear Regression Analysis Test

The multiple linear regression test aims to determine the direction and magnitude of the influence of each variable. each independent variable with the dependent variable and to predict the value of the dependent variable if the value of the independent variable changed. The data analysis technique that will be used in this study uses multiple linear regression analysis techniques.

Table 3. Calculation Results Regression
Coefficients^a

Model	"Unstandardized Coefficients"		"Standardized Coefficients"	t	Sig.	Collinearity Statistics "	
	B	Std. Error	Beta			VIF	
"1	(Constant)	.241	1,471		.164	.871	
	X1	.407	.074	.450	5,466	.000	1,295
	X2	.366	.068	.456	5,385	.000	1,236
	X3	.206	.071	.251	2,890	.006	1214

Source: Data processed 2025

Based on the results of SPSS version 25 data, the coefficients obtained in the regression calculations above, then the regression equation becomes:

$$Y = 0.241 + 0.407 X_1 + 0.366 X_2 + 0.206 X_3$$

The multiple linear regression equation above can be interpreted as follows:

1. The multiple linear regression formulation above obtained a constant value of 0.241, which means that if the score includes Recruitment, Training and Placement values remain constant, so the performance of teachers at the Al Bayan Hidayatullah Foundation Makassar has experienced... an increase of 0.241 assuming other independent variables are considered constant.
2. Regression coefficient value Recruitment (X₁) of 0.407 means there is a positive influence Recruitment to performance of teachers at the Al Bayan

Hidayatullah Foundation Makassar, amounting to 0.407 with assumptions variables other independents are considered constant, so that if score Recruitment up 1 point so will followed with increase score Recruitment with mark by 0.407 points. with assumptions variables other independents are considered constant.

3. Regression coefficient value Training (X₂) of 0.366 means there is a positive influence Training on the performance of teachers at the Al Bayan Hidayatullah Foundation Makassar, experience increase 0.366, assuming other independent variables are considered constant, so that if the score Training increase by 1 point will be followed by an increase in the score Training of 0.366 points. assuming that other independent variables are considered constant.
4. Regression coefficient value Placement (X₃) of 0.206 means there is a positive influence Placement on performance

the performance of teachers at the Al Bayan Hidayatullah Foundation Makassar, experienced increase 0.206, assuming other independent variables are considered constant, so i ngga if the score Placement increase by 1 point will be followed by an increase in the score Placement of 0.206 points. assuming that other independent variables are considered constant.

The t-test is used in research to test the hypothesis of whether there is a positive and significant influence on the population being studied. Therefore, the t-test is a tool for comparing the average between the samples studied. In the t-test, using the formula if the calculated t-value is greater than the t-table or the sign value is <0.05 , it can be said to have a positive and significant influence. see the results of the t-test then the results can be seen in the table below;

Partial Testing (t - Test)

Table 4. t-Test Results
Coefficients ^a

Model		"Unstandardized Coefficients"		"Standardized Coefficients"	t	Sig.	Collinearity Statistics "
		B	Std. Error	Beta			VIF
"1	(Constant)	.241	1,471		.164	.871	
	X1	.407	.074	.450	5,466	.000	1,295
	X2	.366	.068	.456	5,385	.000	1,236
	X3	.206	.071	.251	2,890	.006	1214

Source: Data processed 2025

Based on table 4, the hypothesis test can be interpreted based on the data obtained from the processed SPSS version 25 data as below. The results of the t-test are as follows:

1. Recruitment Impact (X 1) to teacher performance at the Al Bayan Hidayatullah Foundation Makassar, (Y), based on the table above, the calculated t-value is $>$ t-table ($5.466 > 2.005$) and the sig.t value is $0.000 < 0.05$, so it can be concluded that the recruitment variable (X 1) has a positive and significant influence on the performance of teachers at the Al Bayan Hidayatullah Foundation Makassar.
2. The Impact of Training (X 2) on the performance of teachers at the Al Bayan Hidayatullah Foundation Makassar, (Y), based on the table above, the calculated t-value $>$ t-table ($5.385 > 2.005$) and the sig.t value ($0.000 < 0.05$) can be

concluded that the variable Training (X 2) has a positive and significant impact on the performance of the Al Bayan Hidayatullah Foundation Makassar.

3. Placement Influence (X 3) on the performance of teachers at the Al Bayan Hidayatullah Foundation Makassar, (Y), based on the table above, the calculated t-value is $>$ t-table ($2.890 > 2.005$) and the sig.t value ($0.006 < 0.05$) so it can be concluded that the variable Placement (X 3) has a positive and significant influence on the performance of teachers at the Al Bayan Hidayatullah Foundation Makassar.

Simultaneous Testing (F-Test)

For know results influence in a way simultaneous so can using the F test. For see results from the F test then can seen in the table under This;

Table 5. F Test Results
ANOVA^a

	Model	Sum of Squares	Df	Mean Square	F	Sig .
1	Regression	166,461	3	55,487	35,889	.000 ^b
	Residual	80,396	52	1,546		
	Total	246,857	55			

Dependent Variable Y

Predictors (Constant)X1,X2,X3

Source: 2025 Data Processing Results

Based on the F test table above then it can be concluded that. The results of data processing show Where The F -count shows a figure of (35,889 > 2.78) with significance, f of 0.000 < 0.05. This provides the conclusion to accept H1 and reject H0. so that it shows that the independent variable, namely the dependent variable recruitment, training and placement as variable (X) has a simultaneous influence on variable (Y), namely on the performance of teachers at the Al Bayan Hidayatullah Foundation Makassar.

Results Test Determination

Testing coefficient determination This done with Meaning measure mark adjusted R – Squared (Ghozali, 2016). Coefficient determination show to what extent contribution variables free in the regression model capable explain variation from variables bound. Coefficient determination can seen through R-square (R²) value in the Model Summary table listed in the determination data. results This study found the magnitude of the influence of independent variables on dependent variables which can be seen in the table under This;

Table 6. Determination Test Results
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.821 ^a	.674	.656	1,243	1,530

a. Predictors : (Constant), X3, X1, X2

b. Dependent Variable : Y

Source: Result data 2025 processing

The coefficient of determination (R square) value is 0.674, which means that all the independent variables (X) which include recruitment, training and placement has a contribution to teacher performance of 6-7.4 %, while the remainder is influenced by other variables not included in the study.

Discussion

The results of a study are a report of the study that explains and interprets the results obtained from the hypothesis test, then presents the data and analyzes and

connects the results with the hypothesis theory and literature that is relevant to the research results

Influence Recruitment on Teacher Performance

Based on with results research on variables Recruitment so seen from t-test results, where obtained t- count value > t-table (5.466 > 2.005) and sig.t value 0.000 < 0.05 then can concluded that variables Recruitment influential positive and significant to Teacher performance at the Al

Bayan Hidayatullah Foundation Makassar. Research results the on in line with study previously researched by Rizka Ariny in his research titled Influence of recruitment process to teacher performance at MAN Insan Scholar Serpong. Research results show influence positive and significant to teacher performance at MAN Insan Scholar Serpong.

Research result the above, linked with the theory put forward by Mardiyanto (2020), that recruitment is the withdrawal process a group candidate For fill in position or vacant position in a. Recruitment This will alluring candidate power competent work For apply work said. recruitment is one of the factor main in success something organization, where power Work operate almost all over activity organization. Considering importance power work, organization usually look for or interesting power Work For fill in needs within organization.

Based on from results study the on so can interpreted that, Al Bayan Hidayatullah Foundation For get potential teaching staff truly must choose a teacher who has expected potential in accordance with need mainly based on digital skills. Because in this era Now This digital capabilities are ability technology that must be owned by teachers, so that teachers fulfill required qualifications like teacher competencies which include knowledge skills teaching and attitude teacher fun.

Influence Training to Teacher Performance

Based on with results study so there is influence on variables training that is influence positive and significant to performance of teachers at the Al Bayan Hidayatullah Foundation Makassar, this This can seen from t-test results, where obtained t- count value > t- table that is ; (5,385 > 2.005) and sig.t value (0.000 < 0.05)

then can concluded variables training (X2) has an effect positive and significant. Research results the on in line with study previously researched by Ridwan Fahrozi 2022, with title influence training on Teacher Performance at the Sarana Media Transindo Foundation in Jakarta, Research Results This variables training influential positive and significant to teacher performance. Research results the above, according to with theory according to which Dessler (2022) that training is a teaching process about formation skills in accordance with what is needed by teachers, so that they can do work with good. Training must designed with good to be able to realize objective from organization, besides That according to Rivai (2021) stated that training " is part education that involves the learning process so that it can get improvement skills with system applicable education in relatively short time with more methods prioritize practice than theory. The results of the research are based on with underlying theory study the so can interpreted that training as a learning process For increase skills and knowledge for new teachers and for existing teachers as an improvement strategy ability teaching and skills so that teachers are more efficient in work and spend time For work and finish more tasks complex in accordance with design work For get results more Good from work done previously.

Influence Placement To Teacher Performance

Based on with results study so there is influence on competency variables that is influence positive and significant to performance of teachers at the Al Bayan Hidayatullah Foundation Makassar, this This can seen from t-test results, where obtained t- count value > t- table that is ; (2,890 > 2.005) and sig.t value (0.006 < 0.05) then can concluded that variables

placement (X3) has an effect positive and significant to Teacher performance at the Al Bayan Hidayatullah Foundation Makassar. Research results the on in line with study previously studied by Berlian Putri 2024, the influence of Teacher placement towards Teacher performance at SMP Negeri 1 Indrayala Selatan. The analysis results are concluded that placement influential teacher work positive and significant to teacher performance.

Research result the above, according to with theory according to Danang Sunyoto (2020), " placement is a process or filling position or assignment employees on duty or position new or different positions ". Then Hiskia Runtunuwu (2021), defines placement is " putting position somebody to position the right job, so that suitable with the work to be done influence quantity and quality work." According to with understanding placement that has been put forward on so can withdrawn something conclusion that understanding placement that is wisdom leadership to source Power man For set position or position somebody to position suitable job with the right field. Based on with theory the on so can be interpreted that teacher placement is "the process of providing tasks and jobs to the teacher as per what has been determined, and capable accountable all risk " as well as the risks that will happen on duties and authorities, as well as not quite enough the answer, with thus so teacher placement means allocate teachers with ability teaching skills that are owned, especially for old teachers, should capable maintain or develop himself in the sense of maintaining his position to position ability teach him so that students more fast understand lessons given.

The Impact of Recruitment, Training, and Placement simultaneously

Based on the results of the F test, the processed data shows that the F-count is greater than the F-table, namely. showing a number of $(35,889 > 2.78)$ with significance, f of $(0.000 < 0.05)$. This provides the conclusion that the independent variables have a simultaneous effect. On the performance of teachers at the Al Bayan Hidayatullah Foundation Makassar. The above research is in line with previous research conducted by Solehuddin (2024), The Effect of Selection, Placement and Training on the Performance of SD Harapan Deli Serdang teachers. The results of the study show that the variables of Selection, placement, and training have an effect on the performance of SD Harapan Deli Serdang teachers simultaneously/together with a determination value of 67%.

From the results of simultaneous research, it can be said that it is in line with the theory used in the research above, namely the theory by Nanang Nuryanta (2021), that recruitment is an effort to find a number of prospective teachers who meet the requirements to fill existing job vacancies and have been prepared by management. Meanwhile, according to Kamil's training theory (2020), which states that training essentially includes the teaching and learning process and exercises aimed at achieving a certain level of competence or work efficiency. Meanwhile, according to Sedarmayanti, placement theory (2018), that placement is a policy to channel employee abilities to job positions that are in accordance with optimal job requirements, knowledge and skills.

D. Conclusion

1. The results of this study shows the recruitment variable has a positive and significant effect on performance of teachers at the Al Bayan Hidayatullah

Foundation Makassar, this This due to, because recruitment implemented with recruitment based on standard teacher competency.

2. The results of this study show variables training has a positive and significant influence to performance of teachers at the Al Bayan Hidayatullah Foundation Makassar, this This due to, because training provided to the teachers can increase skills teach him, add teachers' knowledge and shaping the attitude of teachers who appreciate high-achieving students.
3. The results of this study shows the placement variable has a positive and significant influence to performance of teachers at the Al Bayan Hidayatullah Foundation Makassar, this This caused by because the teacher is placed in accordance with ability his to lessons to be taught.
4. Based on the results of research with Using the F test above, it can be concluded that in a way simultaneous variables recruitment, training and placement influential positive and significant, on the performance of teachers at the Al Bayan Hidayatullah Foundation Makassar.

References

- Dessler, G. (2022). *Human Resource Management* (15th Edition).
- Fahrozi, R., Sabaruddin, R., Ferdinand, N., & El Hasan, SS (2022). The Influence training to performance employees at PT. Sarana Media Transindo in Jakarta. *Journal Administration Civilization*, 2(1), 73-79.
- Ghozali, I. (2018). *Application analysis multivariate with the IBM SPSS 23 program*. Diponegoro University Publishing Agency
- Handoko, T. H. (1998). *Management*. Yogyakarta: BPFE
- Hanry. (2020). *Performance Management*. Jakarta: PT Grasindo.
- Ivancevich, J. M. (2022). In *Nunuk Adiarni Organization, Behavior, Structure, Process, Nunuk Adiarni*. Jakarta: Publisher Binarupa Script.
- Naibaho, H. (2020). The Influence System Recruitment On Employee Performance of PT Permata Indo Sejahtera Medan. [Doctoral dissertation, UNIVERSITAS QUALITY].
- Nurhasanah, N., Jufrizen, J., & Tupti, Z. (2022). The Influence ethics work, culture organization and burden Work to performance employee with satisfaction Work as intervening variable. *Jesya (Journal Economics and Sharia Economics)*, 5(1), 245-261.
- Nuryanta, N. (2008). Human Resource Management (Review of Recruitment and Selection Aspects). *el-Tarbawi*, 1(1), 55-69.
- Putri, B. (2024). *The Influence Placement Work On Teacher Performance at SMP Negeri 1 Indralaya Selatan*. [Bachelor's thesis, Faculty of Economics, Sriwijaya University].
- Rivai, V. (2006). *Management source Power man For company: From theory to practice*. Rajagrafindo civilization.
- Riyadi, D. S., & Vikaliana, R. (2020). The Influence Selection and Placement On Employee Performance at PT Suzuki Finance Indonesia Head Office, Jakarta. *Journal Management and Business Equilibrium*, 6(1), 60-65.
- Runtunuwu, H. J., Lopian, J., & Dotulong, L. (2015). The Influence discipline, placement and environment Work to

performance employees at service agencies licensing integrated city Manado. *EMBA Journal: Journal Research Economics, Management, Business and Accounting*, 3(3).

Sedarmayanti, H. (2018). *Management source Power human; reform bureaucracy and management civil servants*. Reflika Aditama.

Siswanto, B. (2005). *Indonesian Workforce Management Approach Administrative and Operational*. Jakarta: Bumi Script.

Solehuddin, S. (2024). The Effect Of Selection, Job Placement And Training On Teacher Performance At Harapan Elementary School, Deli Serdang. *Al-Fatih Journal*, 7 (2), 134-154.

Suharsimi, A. (2010). *Procedure study something approach practice*. Jakarta: rineka creation, 134, 252.

Tamin, S. T. (2021). The Influence Recruitment, Motivation and Training Work On Employee Performance (Study in the DKI Jakarta Region [Bachelor's thesis, Faculty of Economics and Business uin Jakarta].