



The effect of recruitment, selection, training, and job placement on employee performance in Central Jakarta public broadcasting institutions

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ABSTRACT

Public broadcasting organizations need an integrated human resource management system while adapting to the demands of digital broadcasting and public services. At TVRI Headquarters, preliminary institutional records show that 5 of the 18 planned training programs were not implemented, qualification-position mismatches remained in some units, and the selected indicators of commitment and cooperation were below the institutional target. Previous Indonesian studies have generally examined recruitment, selection, training, or placement separately and concentrated in the private sector, leaving limited evidence of their combined effects in public broadcasting. Therefore, this study examines the simultaneous and relative effects of the four practices on employee performance. A cross-sectional explanatory survey was conducted among 114 selected employees with simple random sampling from a population of 158; sample size is determined using the Slovin formula at an error tolerance of 5%. Data were collected using a five-point Likert instrument and analyzed by multiple linear regression at SPSS 26. The results showed that all independent variables, namely recruitment (X1), selection (X2), training (X3), and job placement (X4), had a positive and significant effect on employee performance (Y), both partially and simultaneously. Recruitment contributed 35.7% with a t -cal value of 32,168 > t -table 1,982 and a significance of < 0.05. The selection contributed 45.0% with a tally of 9,673 > 1,982 tables. Training accounted for 43.3% with a tally of 9,338 > 1,982 tables. Meanwhile, job placement had an effect of 34.1% with a calculation of 7,705 > table 1,982 which were all significant of $\alpha = 5\%$. Simultaneously, the four variables were able to explain the variation in employee performance by 62.9%, while 37.1% were influenced by other factors outside the research model. The F test yielded a F -count of 48,814 > an F -table of 2,450 with a significance of < 0.05, so H_0 was rejected and H_a was accepted. Thus, it can be concluded that recruitment, selection, training, and job placement together have a positive and significant influence on the performance of TVRI Central Jakarta employees. These results show that effective and integrated human resource management is essential in improving employee performance optimally.

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1. INTRODUCTION

Human resources (HR) is one of the strategic factors that determine the success of an organization in achieving long-term goals. In an increasingly dynamic organizational environment, a company's success is not only determined by the availability of financial and technological resources, but also by the organization's ability to manage individuals who have competence, motivation, and commitment to work. Quality human resources are able to increase operational effectiveness, strengthen organizational competitiveness, and support the achievement of work targets in a sustainable manner (Bohlouli, 2020; Pratama & Mildawani, 2022). Therefore, HR management through proper management practices, especially recruitment, placement, development, and compensation, is an important aspect that needs to be considered by every organization.

One of the initial stages in HR management is the recruitment process because the quality of the workforce obtained by the organization is greatly influenced by the effectiveness of the selection system implemented. Recruitment that is carried out objectively and based on competencies allows organizations to acquire employees who have a match between individual abilities and job needs. On the other hand, a suboptimal recruitment process can lead to competency mismatches, low productivity, and obstacles in achieving organizational goals (Agus et al., 2019; Gianti et al., 2024). In addition to recruitment, the compensation factor also has an important role in improving performance because compensation is not only a form of financial reward, but also an organizational instrument in building employee motivation, job satisfaction, and loyalty (Nasution et al., 2021; Solikhah & Pramesti, 2022).

In the context of public broadcasting organizations, human resource management has increasingly complex challenges because the media industry is undergoing changes due to the development of digital technology, changes in audience behavior, and increasing competition with various information platforms. The Public Broadcasting Institution of Television of the Republic of Indonesia (LPP TVRI) as a public broadcasting institution has the responsibility to provide information, education, and entertainment services to the public. In carrying out this function, the quality of human resources is an important factor because the success of program production, broadcasting technology management, and public services is highly dependent on the competence and performance of employees. TVRI itself places improving the quality of human resources as part of the direction of institutional strengthening in order to be able to provide professional and innovative broadcasting services.

Despite having a strategic position as a national public broadcasting institution, TVRI still faces challenges in improving organizational effectiveness amid changes in the media industry. Digital transformation requires an increase in employee competence, technological adaptability, and a human resource management system that is able to drive productivity. This condition shows that TVRI's success does not only depend on the aspect of broadcasting technology, but also on how the organization is able to acquire, retain, and develop a workforce that is in accordance with the strategic needs of the institution. The latest regulation regarding the provision of performance allowances for TVRI employees also shows that the government is concerned about improving professionalism and employee performance in supporting the implementation of the duties of public broadcasting institutions.

Several previous studies have shown that HR management practices have a significant relationship to improved employee performance. Research on recruitment shows that the right selection system can improve the quality of the workforce and

support the achievement of organizational targets (Agus et al., 2019; Gianti et al., 2024). Meanwhile, another study explains that compensation given fairly can increase work motivation and have an impact on employee performance (Nasution et al., 2021; Solikhah & Pramesti, 2022). However, most previous research was still conducted on business organizations or public agencies, so studies on the relationship between recruitment and compensation to employee performance in public broadcasting institutions are still relatively limited. Research that specifically examines these factors in the TVRI environment still needs further development. Previous studies on TVRI have focused more on aspects of organizational culture, human resource development, and employee performance, but have not in-depth examined how the recruitment process and compensation system contribute to improving employee performance.

Based on these gaps, this study was conducted to analyze the influence of recruitment and compensation on employee performance at the Public Broadcasting Institution of Television of the Republic of Indonesia (TVRI). The main problem of this research departs from the need for organizations to ensure that the employees placed have appropriate competencies and obtain a reward system that is able to encourage increased productivity. Thus, this study not only provides an overview of the condition of HR management at TVRI, but also provides practical contributions in formulating more effective employee management strategies.

The novelty of this study lies in the focus of a study that integrates recruitment and compensation variables as factors that affect employee performance in the context of public broadcasting institutions. Unlike previous research that mostly discussed employee performance in general or focused on human resource development, this study provides a new perspective on how the mechanism of obtaining labor and the organizational reward system can be a determining factor in improving the performance of TVRI employees. The results of the research are expected to be an input for TVRI management in optimizing HR management practices that are more adaptive to the demands of modern organizations.

2. RESEARCH METHODS

Research methods are scientific approaches that are used to systematically obtain data to answer research problems and produce information that is useful for the development of science and practice. Basically, research activities are carried out to identify, understand, and find various facts or phenomena related to the object being studied. Through the application of the right methods, researchers can obtain valid and relevant data so that the research objectives can be achieved optimally (Scott, 2023).

2.1 Research design, population, and sample

This study uses a quantitative, cross-sectional, explanatory survey design. The design is explanatory, rather than purely descriptive, as the study examines the directional relationship between four independent variables and employee performance through multiple linear regression. The research was conducted at TVRI Headquarters at the GPO Senayan Building, Jakarta. The study population consisted of 158 employees. A sample of 114 respondents was determined using the Slovin formula, $n = N/[1 + N(e^2)]$, with $N = 158$ and $e = 0.05$; The calculation yields about 113.91 and is rounded to 114. Respondents were selected using simple random sampling as reported in institutional research documents.

2.2 Data measurement and collection

Primary data were collected through structured questionnaires and supported by institutional observations and documentation. All questionnaire items use a five-point Likert response format ranging from 1 (strongly disagree) to 5 (strongly agree). The

instrument contains 56 items: 10 recruitment items, 11 selection items, 8 training items, 12 job placement items, and 15 employee performance items. Table 1 summarizes the operationalization.

Table 1. Operationalization of research variables

Variabel	Indicator	Item	Source
Recruitment (X1)	Candidate sources; recruitment methods; call qualified candidates; filtration; Job offers	10	(Widnyani (2020); Agus et al. (2019); Dewi & Darma (2017).
Selection (X2)	Education; references; experience; health; written tests; Interview	11	(Dewi & Darma (2017); Nindiya & Nasution (2023); Septiana & Septiana (2022)
Training (X3)	Content; methods; instructor attitude/skills; duration; Facilities	8	(Lestari & Afifah (2021); Prayogi & Nursidin (2019); Promises (2021)
Job placement (X4)	Expertise; skills; qualifications; knowledge; ability; Attitude	12	(Agus et al. (2019); Hardono et al. (2019); Squirting (2020)
Performa (Y)	Loyalty; the results of the work; responsibilities; compliance; honesty; cooperation; initiatives; Leadership	15	(Pratama & Mildawani (2022); Maree (2020); Nasution et al. (2021)

The validity of the item was assessed by comparing the item-total Pearson correlation with $r_{table} = 0.184$ ($n = 114$, $df = 112$, $\alpha = 0.05$). Internal consistency is assessed using Cronbach's alpha. The regression assumptions examined in the archived outputs were residual normality using a single-sample Kolmogorov-Smirnov test, multicollinearity using tolerance and variance inflation factor (VIF), and heteroscedasticity through standard residual scatterplot visual inspection. Because the dataset is cross-sectional and the archived outputs do not report Durbin-Watson statistics, no autocorrelation coefficients are claimed in this article. Data analysis included respondent profiles, aggregate descriptive mean, bivariate simple regression correlation with performance, and multiple linear regression at $\alpha = 0.05$ using SPSS version 26.

2.3 Research authorization and ethical reporting

The institutional report documents the organization's authorization to conduct research at TVRI. However, the archived report does not provide a separate research ethics committee approval number or an explicit written consent form. As a result, this article does not claim approval numbers or approval procedures that cannot be verified. Such omissions are disclosed as limitations on ethical reporting and should be corrected in future data collection through documented voluntary participation, confidentiality procedures, and written or electronic consent.

2.4 Place and Time of Research

a. Research Place

This research was conducted at the TVRI Public Broadcasting Institution located on the 08th Floor of the Senayan GPO Building, South Jakarta. The selection of the location is based on its suitability with the research object that is the focus of the research, so it is expected to provide the required data comprehensively.

b. Research Time

The implementation of the research lasted for three months, from November 2024 to January 2025. This time span is used to carry out all stages of research, from data collection, data processing, to the process of analysis and preparation of research results.

c. Research Methods

Judging from the approach used, this study applies a quantitative method with a descriptive design, which focuses on collecting and analyzing data in the form of numbers through statistical techniques. This approach was chosen because it is able to provide a systematic, factual, and objective picture of the phenomenon that is the object of research. Through the processing of statistical data, researchers can obtain accurate information to explain the conditions of the variables being studied.

With regard to hypothesis testing, this study uses a descriptive hypothesis as the basis for testing. According to Sugiyono (2023) , a descriptive hypothesis is a tentative assumption about the value of an independent variable whose existence is not intended to compare or relate a variable with other variables. Given the research objectives that place more emphasis on the objective description of variable characteristics and conditions, the use of descriptive hypotheses is considered relevant to support the analysis process and draw research conclusions.

3. RESULTS AND DISCUSSION

Based on the results of data analysis and discussions that have been conducted, several conclusions can be formulated that answer the objectives and formulation of the research problem as follows.

3.1 Respondent profile

114 respondents represent a mature and experienced workforce. The largest age group was 31-40 years old (42.1%), and 42.1% had worked for at least 15 years. Most of the respondents held a bachelor's degree (69.3%), while 56.1% were male. The profiles are presented in Table 2.

Table 2. Characteristics of respondents (n = 114)

Features	Category	n	%
Age	<= 30 years	45	39.5
	31-40 years old	48	42.1
	>= 41 years old	21	18.4
Gender	Male	64	56.1
	Women	50	43.9
Term of office	<= 5 years	13	11.4
	5-10 years	22	19.3
	11-15 years	31	27.2
	>= 15 years	48	42.1
Education	High school	6	5.3
	Degree	11	9.6
	Bachelor	79	69.3
	Mastering	18	15.8

3.2 Descriptive results and measurement quality

All variables were rated in the good category on a five-point scale: recruitment M = 3.70, selection M = 3.79, training M = 3.75, job placement M = 3.68, and performance M = 3.85. Items with lower scores identify operational priorities that are obscured by an overall favorable way. These include internal and external candidate sourcing (M = 3.50),

educational qualifications in selection ($M = 3.45$), training facilities ($M = 3.55$), qualification-based placement ($M = 3.45$), and cooperation in working groups ($M = 3.42$). Archived reports maintain aggregate frequency rather than respondent-level construction scores; Therefore, the standard deviation of the construction level and the observed minimum-maximum values cannot be independently recalculated. Table 3 reports verifiable statistics from the report, including the bivariate correlation of each predictor with performance derived from the corresponding simple regression.

Table 3. Means descriptive and bivariate relationship with performance

Variabel	Item	Means	Scale range	r by Y	p
Recruitment	10	3.70	1-5	.602	<.001
Selection	11	3.79	1-5	.675	<.001
Training	8	3.75	1-5	.662	<.001
Job placement	12	3.68	1-5	.589	<.001
Performance	15	3.85	1-5	-	-

All item-total correlations exceeded 0.184, indicating that each item met the validity criteria used in the original study. The result of internal consistency, however, requires correction. The report classifies all scales as reliable, although the reported alpha values are 0.643 for recruitment, 0.432 for selection, 0.391 for training, 0.408 for work placement, and 0.553 for performance. Under the report's own .60 criteria, only hires meet the threshold. The other four constructions have weak internal consistency; Thus, their coefficients should be treated as preliminary rather than definitive. This correction is important because statistically significant regression estimates do not eliminate measurement errors.

Table 4. Instrument validity and internal consistency

Variabel	Range r total items	Alfa	Rating
Recruitment	.237-.407	.643	Acceptable study criteria
Selection	.267-.518	.432	Below 0.60; Fine-tuning the scale
Training	.350-.529	.391	Below 0.60; Fine-tuning the scale
Job placement	.212-.475	.408	Below 0.60; Fine-tuning the scale
Performance	.270-.489	.553	Below 0.60; Fine-tuning the scale

3.3 Regression assumptions and hypothesis tests

The single-sample Kolmogorov-Smirnov test yielded an asymptomatic significance of 0.200, which is greater than 0.05 and supports the normality of the remains. The original narrative incorrectly used a less than; This article corrects the interpretation. Tolerance values ranged from 0.587 to 0.622 and VIF values from 1.607 to 1.704, indicating no problematic multicollinearity. The standard residual scatterplot shows dots distributed on both sides of zeros without systematic funnels or curved patterns, providing no visual indication of heteroscedasticity. These results support the use of multiple regressions reported, subject to the measurement limitations described above.

Table 5. Multiple regression and diagnostic statistics

Predictor	B	SE	Beta version	t	p	Tolerance	LIVE
Recruitment	.257	.106	.181	2.414	.017	.587	1.704

Predictor	B	SE	Beta version	t	p	Tolerance	LIVE
Selection	.412	.087	.345	4.750	<.001	.622	1.607
Training	.426	.101	.309	4.205	<.001	.607	1.646
Job placement	.179	.082	.162	2.194	.030	.602	1.661

The approximate equation is $Y = 10.410 + 0.257X_1 + 0.412X_2 + 0.426X_3 + 0.179X_4$. This model is statistically significant, $F(4.109) = 48.814$, $p < .001$, with $R = 0.801$, $R^2 = 0.642$, adjusted $R^2 = 0.629$, and an estimated standard error of 3.404. Thus, the four HR practices together explain 64.2% of the observed variation in employee performance, while the adjusted estimate is 62.9%. The original manuscript incorrectly equates $R^2 = 0.642$ with the adjusted R^2 ; Both statistics are now reported separately. Each predictor remains positive and significant while controlling the others.

3.4 Interpretation of the effects of recruitment and selection

Recruitment has a positive effect on employee performance ($\beta = 0.181$, $p = 0.017$). A recruitment process that is able to provide a wider source of candidates and in accordance with the needs of the organization will increase the chances of acquiring employees who have competencies according to the demands of the job. The quality of the recruitment process is the initial stage that determines the success of human resource management because the candidates obtained will affect the effectiveness of the selection process and the achievement of organizational performance. These findings are in line with And et al. (2019)) which shows that recruitment plays a role in improving employee performance through the compatibility between organizational needs and the characteristics of prospective employees. In addition, Shirley (2020)) It also explains that a recruitment process that is integrated with selection and placement can support performance improvement because the organization obtains human resources that are more in line with the needs of the job.

Selection was the strongest predictor of employee performance ($\beta = 0.345$, $p < 0.001$). These results show that selection decisions have an important role because they are a stage to determine the suitability between individual competencies and job needs. Through a selection process that includes education, experience, skills, tests, and interviews, organizations can acquire employees who have the skills and characteristics that support the achievement of the organization's goals. This finding supports the research of Dewi and Darma (2017) who stated that selection affects performance because the accuracy in choosing employees will determine the quality of human resources owned by the organization. The results of this study are also consistent with Nindiya and Nasution (2023)) and Septiana (2022)) which shows that an effective selection process contributes to improving employee performance.

3.5 Why exercise improves performance

Training was proven to have a positive and significant influence on employee performance with a beta coefficient value of 0.309 ($p < 0.001$). These results show that the better the implementation of training provided by the organization, the more the ability of employees to carry out their duties and responsibilities will also increase. Training not only serves to increase knowledge, but also helps improve work skills, adaptability, and employee readiness to face changing job demands. Through training that suits the needs of the organization, employees can better understand work procedures, reduce errors in the execution of tasks, and produce more effective and quality work. These findings are in line with Lestari and Afifah (2021) which states that

training contributes to performance improvement because it is able to increase the competence and readiness of employees in completing work.

3.6 Job placement, integrated HR, and implications

Job placement had a positive and significant effect on employee performance with a beta coefficient value of 0.162 ($p = 0.030$). Although it has the lowest influence value compared to other independent variables, these results show that the suitability between job position and individual competencies remains an important factor in improving performance. Proper job placement allows employees to apply their expertise, skills, knowledge, and abilities in accordance with job demands, thereby reducing work errors and increasing the effectiveness of task execution. These findings are in line with And et al. (2019) which states that job placement has a relationship with improving employee performance because the suitability between employee competencies and the position occupied will support the achievement of better work results. In addition, Widnyani (2020) explained that the integration between recruitment, selection, and placement is an important part of ensuring that organizations acquire and retain human resources that are in accordance with job needs.

The relatively smaller value of the effect of work placement compared to other variables can indicate that the success of placement does not stand alone, but is influenced by the quality of the previous HR management process, such as the accuracy of recruitment, the effectiveness of selection, and the suitability of the training provided. Therefore, TVRI Central Jakarta needs to conduct periodic employee competency mapping, clarify the standards of each job position, and ensure that the mutation and placement process is carried out based on the qualifications, experience, and needs of the organization. This step is necessary so that each employee can work according to their abilities and make an optimal contribution to the organization.

Theoretically, the results of this study reinforce the view that improving employee performance does not depend only on one aspect of human resource management, but is the result of the interconnectedness of various processes, ranging from obtaining the right candidates, conducting objective selection, developing skills through training, to placing employees in appropriate positions. The results of simultaneous testing showing that recruitment, selection, training, and job placement together have a significant effect on performance support the concept of integrated HR management. In the context of modern organizations, human resource management also needs to be supported by an information system that can help map competencies, record training history, and make decisions related to employee development and placement.

a. The Influence of Recruitment (X1) on Employee Performance (Y)

The results of the study show that the recruitment variable has a positive and significant influence on employee performance at the TVRI Central Jakarta Public Broadcasting Institution. The findings are reflected in the simple linear regression equation obtained, namely $Y = 25.932 + 0.856(X1)$. The value of the determination coefficient ($R^2 = 0.363$) showed that recruitment was able to explain the variation in employee performance by 35.7%, while the remaining 64.3% was influenced by other factors that were not included in the research model. In line with these results, the hypothesis test yielded a t_{hitung} value of 7.987, greater than t_{tabel} 1.982, with a significance level below 0.05 at a 5% error rate. Therefore, H_{01} rejected and H_{a1} accepted, which shows a significant influence of recruitment on employee performance. These findings are consistent with previous research that states that recruitment has an important role in improving employee performance because the right recruitment process allows organizations to get employees whose competencies match the organization's needs (Agus et al., 2019; Dewi & Darma, 2017; Gianti et al., 2024; Sicily, 2025; Tarwijo, 2018).

b. The Effect of Selection (X2) on Employee Performance (Y)

Judging from the results of testing the selection variables, evidence was obtained that selection had a positive and significant effect on employee performance. The relationship is represented through the simple linear regression equation $Y = 24.189 + 0.805(X_2)$. An R-Square value of 0.455 indicates that selection contributes 45.0% to improving employee performance, while the other 55.0% is influenced by other variables outside of the study. Regarding hypothesis testing, a t_{hitung} value of 9.673 was obtained, which exceeded t_{tabel} 1.982, with a significance value of $0.000 < 0.05$. Taking into account these results, it can be stated that H_{02} rejected and H_{a2} accepted, so that selection is proven to have a significant influence on employee performance. These results are in line with previous findings that show that employee selection affects performance because accurate selection procedures help organizations place individuals who meet the qualifications and characteristics required by the position (Dewi & Darma, 2017; Nindiya & Nasution, 2023; Ratna & Delima, 2019; Septiana & Septiana, 2022; Sicily, 2025; Widnyani, 2020).

c. The Effect of Training (X3) on Employee Performance (Y)

Based on the results of the analysis, training was also proven to have a positive and significant influence on the performance of LPP TVRI Central Jakarta employees. This is shown by the simple linear regression equation $Y = 30.379 + 0.912(X_3)$. The value of the determination coefficient (R Square = 0.438) showed that training contributed 43.3% in explaining the variation in employee performance, while the remaining 56.7% was influenced by other factors not analyzed in this study. The results of the hypothesis test showed that t_{hitung} 9.338 was greater than t_{tabel} 1.982, with a significance level of $0.000 < 0.05$. As a logical consequence of the findings, H_{03} was rejected and H_{a3} accepted, confirming the significant influence of training on employee performance. These findings support previous research that explains that training improves employees' skills, knowledge, work attitudes, and readiness to carry out job responsibilities, thereby contributing to better performance outcomes (Lestari & Afifah, 2021; Prasetyani, 2021; Prayogi & Nursidin, 2019; Ratna & Delima, 2019; Rose, 2025; Sukatmajaya & Fery, 2018; Watts, 2021).

d. Effect of Job Placement (x4) on employee performance (y)

On the other hand, the job placement variable also showed a positive and significant relationship with employee performance. The simple linear regression equation obtained is $Y = 29.345 + 3.713(X_4)$. The R-Square value of 0.346 shows that job placement was able to explain 34.1% of the variation in employee performance, while the other 65.9% was influenced by factors outside the research model. Hypothesis testing yielded a t_{hitung} value of 7.705 which is higher than t_{tabel} 1.982, with a significance level of $0.000 < 0.05$. Thus, H_{04} is rejected and H_{a4} is accepted, so it can be concluded that work placement has a significant influence on employee performance. These results reinforce previous research that stated that proper job placement supports employee performance because the fit between employees' competencies, positions, and workloads can improve work effectiveness (Agus et al., 2019; Hardono et al., 2019; Widnyani, 2020; Yona, 2018).

e. The Influence of Recruitment, Selection, Training, and Job Placement on Employee Performance (Y)

Starting from the results of simultaneous testing, this study proves that recruitment, selection, training, and work placement together have a positive and significant effect on the performance of LPP TVRI Central Jakarta employees. This relationship is illustrated through several linear regression equations:

$$Y = 10.410 + 0.257X_1 + 0.412X_2 + 0.426X_3 + 0.179X_4$$

In a broader context, the Adjusted R Square value of 0.642 shows that the combination of the four independent variables is able to explain the variation in employee performance by 62.9%, while the remaining 37.1% is influenced by other variables that are not the focus of the study. The results of the simultaneous testing resulted in a F_{hitung} value of 48,814, which is greater than F_{tabel} 2,450, with a significance level below 0.05 at a 5% error level. Departing from these findings, H_{05} rejected and H_5 accepted, so that it can be affirmed that recruitment, selection, training, and job placement collectively contribute significantly to improving employee performance at the TVRI Central Jakarta Public Broadcasting Institution. These findings are supported by the view that human resource management practices should be integrated because employee performance is shaped not only by one aspect of HR management, but also by the alignment between recruitment, selection, competency development, and job placement (Bohlouli, 2020; Maree, 2020; Utami, 2024; Widnyani, 2020; Wu, 2025).

4. CONCLUSION

Based on the results of the analysis and discussion that has been carried out, it can be concluded that recruitment, selection, training, and job placement have a positive and significant influence on the performance of employees of the TVRI Central Jakarta Public Broadcasting Institution, both partially and simultaneously. Partially, the recruitment variable (X_1) was proven to have a positive and significant effect on employee performance with a contribution of 35.7%, which shows that the better the recruitment process in providing candidates who suit the needs of the organization, the more employee performance will improve. The selection variable (X_2) was the factor with the largest partial contribution, which was 45.0%, which shows that accuracy in selecting employees based on competence, experience, and job suitability has an important role in improving performance quality. Furthermore, training (X_3) also has a positive and significant influence with a contribution of 43.3%, which shows that improving competence through appropriate training programs can support employee effectiveness and work productivity. Meanwhile, job placement (X_4) has a positive and significant effect on performance with a contribution of 34.1%, which indicates that the compatibility between abilities, skills, and job positions can help employees carry out tasks more optimally. Simultaneously, recruitment, selection, training, and job placement together had a positive and significant effect on employee performance with an Adjusted R Square value of 0.629, which means that the four variables were able to explain 62.9% of the variation in employee performance, while the other 37.1% were influenced by other factors outside the research model. Thus, this study emphasizes that human resource management which is carried out in an integrated manner through the process of obtaining, selecting, developing, and placing employees appropriately is an important factor in improving the performance of TVRI Central Jakarta employees in a sustainable manner.

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