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Analysis of The Effect of Recruitment, Placement, Training, Job Design, and Work Ethics on Employee Performance

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Employee Performance, Recruitment, Placement, Training, Job Design, and Work Ethics

ABSTRACT
This rapid progress is inseparable from the management of Human Resources (HR) owned by the company because human resources have an important role in achieving company goals, especially in this era of globalization, where there is tight competition. This study analyzes the influence of recruitment, placement, training, job design, and work ethics variables on employee performance. This study used total sampling for permanent employees because the overall object of research amounted to 42 employees. The results of multiple linear regression analysis showed the positive influence of recruitment (b1=0.573), training (b3=0.309), and work ethics (b5=0.235), as well as the negative influence of placement (b2=-0.221) and job design (b4=-0.222) on employee performance. The partial hypothesis test showed the significance of the variables recruitment (t = 7.994), training (t = 3.155), and work ethics (t = 2.629), while placement (t = -2.463) and job design (t = -2.206) were not significant. Test F shows overall significance (F = 40.504, p <0.05), with a coefficient of determination (R2) of 84.9%, indicating that employee performance is jointly influenced by the variables studied. This research is expected to provide consideration and as policy material related to recruitment, placement, training, job design, and work ethics to improve employee performance.

1. Introduction

Human Resource Management (HRM) is one of the areas of general management which includes aspects of planning, organizing, directing, and controlling. This process is contained in the fields/functions of production, marketing, finance, and personnel with the same purpose, namely achieving the desired goals and objectives (Ichsan, SE, Lukman Nasution, & Sarman

Sinaga, 2021); (Sirojudin & Waqfin, 2020); (Putra & Mei, 2021). Human resource management is a science and art that regulates the relationship and role of the workforce to effectively and efficiently help realize the goals of the company, employees, and society (Amelia, Manurung, & Purnomo, 2022); (Putra & Mei, 2021). Resource management can be interpreted as the utilization of human resources in the organization, which is carried out through the functions of human resource planning, recruitment and selection, human resource development, career planning and development, compensation and welfare, occupational safety and health, and industrial relations (Rosadi & Purnomo, 2020). Human resource management in an organization must be carried out with the main goal or goal, namely to improve employee work performance. A company's success is determined by human resources who play a role in planning, implementing, and controlling the company (Akilah, 2018); (Riyanti & Yansahrita, 2019).

In the current development period, especially in the economic field, the development of the business world is developing so fast. This is also supported by science and technology today which is growing. This rapid progress is inseparable from the management of Human Resources (HR) owned by the company because human resources have an important role in achieving company goals, especially in this era of globalization, where there is tight competition. Quality/low-performing companies will be left behind by competitors or competitors. Labor is a factor of production that must get attention because human resources are the only resources that have reason, feelings, desires, abilities, skills, knowledge, drives, resources, and charity. All the potential of human resources is very influential on organizational efforts in achieving organizational/company goals (Abdullah, 2017); (Pauji & Nurhasanah, 2022). One of the main keys to creating professional human resources lies in the recruitment process. According to (Pasaribu et al., 2017); (Hariawan, Kiyai, & Kolondam, 2019), recruitment is a series of processes to find and attract job applicants with motivation, ability, expertise, and knowledge to cover deficiencies identified in personnel planning. From this process, applicants who meet the criteria will occupy available positions based on existing conditions in the company. The purpose of this recruitment is to get employees who are highly motivated, responsible, knowledgeable, insightful, and qualified by the needs of the company.

Job placement is the process of assigning tasks and jobs to employees who pass the selection to be carried out according to the predetermined scope, and can account for all risks and possibilities that occur for duties and work, authority and responsibility (Zebua, 2020); (Firmansyah & Rijanto, 2023). The application of the principle of "*The right man in the right place"* is also very influential, the company's management must be able to understand how best to manage employees who come from different backgrounds, ages, skills, and abilities so that employees can work by the skills and types of work provided. According to Elizar & Tanjung, (2018), training is a process of teaching certain knowledge skills and attitudes so that employees are more skilled and able to carry out responsibilities better, by standards. In addition, according to (Marsoit, Sendow, & Rumokoy, 2017), training is any effort to improve the performance of workers in a certain job that is their responsibility or a job that has something to do with their work.

Job design is outlining the scope, depth, and purpose of each job that distinguishes one job from another. The purpose of work is carried out through work analysis, where managers describe work by the activities required to produce results (Bogar, Nursalam, & Dewi, 2017). Job design is a tool to motivate and challenge employees. Therefore, companies/agencies need to have a working system that can support the achievement of organizational goals effectively and efficiently can stimulate employees to work productively, reduce boredom, and increase job satisfaction, job design is sometimes used to deal with work stress faced by employees (Utari, 2022). Work design is the process of determining specific tasks to be performed, the methods used in continuing these tasks, and the way the work relates to others (Elizar & Tanjung, 2018).

In supporting their work, in addition to training, employees must also have work ethics. Work ethics are attitudes, views, habits, characteristics, or traits regarding the way of working owned by a person, a group, or a nation (Sularmi, Veritia, & Pratama, 2024). High work ethics will certainly have an impact on employee performance. The thing that underlies a high work ethic is the desire to uphold the quality of work because at work employees want a comfortable, safe, clean work situation and togetherness between employees to create a conducive work atmosphere.

At this time, the recruitment that occurred at PT. Syntax Corporation Indonesia itself, if there are employees who resign, will recruit new employees through social media. Employee recruitment procedure at PT. Syntax Corporation Indonesia is applying HR fulfillment to the HR Director of PT. Syntax Corporation Indonesia and if approved by the management immediately notify job seekers via social media or print media for 1 (one) week. After the data is collected, then call prospective employees with an agenda of written tests, skill tests, interview *tests,* psychological tests, and health tests. The announcement is made a week after all test scores have been completed and will be reported in a written letter to the HR Director of PT. Syntax Corporation Indonesia.

Employee placement is part of strategic planning to achieve overall organizational goals. Employee placement is the authority of the Management of PT. Syntax Corporation Indonesia by the needs, position prerequisites, and competencies of employees and through a fair, objective, and transparent process with means of utilizing human resources to improve organizational effectiveness. The employee placement policy is carried out if there is a shortage of human resources in one of the parts that need HR fulfillment.

The purpose of the study is to determine and analyze the influence of recruitment, placement, training, job design, and work ethics variables on the performance of PT employees. Syntax Corporation Indonesia. The benefits of research are expected to provide consideration and as policy material related to recruitment, placement, training, job design, and work ethics to improve employee performance, and provide a better understanding of specific processes in HR management, such as recruitment, placement, training, and job design. This can help readers understand the steps needed to improve employee performance in the organization. As well as this research provides valuable insights into current concepts and practices in HR management,

as well as providing insights into how these practices can be applied in a modern organizational context to improve employee performance and productivity.

2. Materials and Methods

This research data was collected from respondents employees of PT. Syntax Corporation Indonesia. Secondary data is the collection of data from literature related to the problem under study. Secondary data is generally in the form of evidence (documentary data) that is published. Secondary data was obtained from PT. Syntax Corporation Indonesia.

The method of data collection carried out to be able to provide information on what is needed to explain the problems and solve the problems studied is using questionnaire methods, interviews, and literature studies. The method used in sampling is the census method or saturated sample (*total sampling* or *complete enumeration),* which is a way of collecting data that takes every element of the population or characteristics that exist in the population (Hasan, 2003: 59) and how to distribute questionnaires using purposive sampling techniques, namely sampling techniques with certain considerations with the condition that they are permanent employees of PT. Syntax Corporation Indonesia with 42 people. A permanent employee at PT. Syntax Corporation Indonesia can be assessed from the service period of up to 4 (four) years and has performance by the company regulations of PT. Syntax Corporation Indonesia.

The validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire reveal something that will be measured by the questionnaire (Ima Ghoali, 2005: 49). In this case, several questions are used that wisely reveal the measured variable.

3. Result and Discussion

a. Validity Test

Validity tests are used to measure whether a questionnaire is valid or valid. A questionnaire is said to be valid if it can reveal data from the variables studied precisely with the provisions rcalculate> label and if rcalculate< table, then the questionnaire is said to be invalid.

Question Item Validity Test for Recruitment Variable (X1)

In the question item for the Recruitment variable (X1), the test method is to compare the calculated value with the label at a significance level of 5% degrees of freedom (n-2), for n of 42-2 = 40, so that the table value of 0.304 is obtained. To find out the results of the calculation and decision of question items for the Recruitment variable (X1), below is a summary in the form of a table of validity test items for the Recruitment variable (X1).

Table 1. Validity Test Results of Recruitment Variable Question Points (X1)

Question Point	recalculate	Tableable	Information
1	0,825	0,304	*VALID*
2	0,792	0,304	*VALID*
3	0,732	0,304	*VALID*
4	0,776	0,304	*VALID*
5	0,854	0,304	*VALID*

Source: Processed primary data

Test Question Item Validity for Placement Variables (X2)

In the question item for the Placement variable (X2), the test method is to compare the calculated value with a table at a significance level of 5% degrees of freedom (n-2), for n of 42-2 = 40, so that the table value of 0.304 is obtained. To find out the results of the calculation and decision of the question item for the Placement variable (X2), below is a summary in the form of a table testing the validity of the Placement variable question item (X2).

Table 2. Validity Test Results of Placement Variable Question Points (X2)

Question Point	recalculate	Tableable	Information
1	0,752	0,304	*VALID*
2	0,771	0,304	*VALID*
3	0,754	0,304	*VALID*
4	0,865	0,304	*VALID*
5	0,676	0,304	*VALID*

Source: Processed primary data

Test Question item validity for Training variable (X3)

In the question item for the Training variable (X3), the test method is to compare the calculated value with a table at a significance level of 5% degrees of freedom (n-2), for n of 42-2 = 40, so that the table value of 0.304 is obtained. To find out the results of the calculation and decision of question items for the Training variable (X3), below is a summary in the form of a test table of the validity of the Training variable question item (X3).

Table 3. Validity Test Results of Training Variable Question Points (X3)

Question Point	recalculate	Tableable	Information
1	0,770	0,304	*VALID*
2	0,828	0,304	*VALID*
3	0,765	0,304	*VALID*
4	0,594	0,304	*VALID*
5	0,437	0,304	*VALID*

Source: Processed primary data

Test Question Item Validity for Job Design Variables (X4)

In the question item for the Work Design variable (X4), the test method is to compare the calculated value with a table at a significance level of 5% degrees of freedom (n-2), for n of 42-2 = 40, so that the table value of 0.304 is obtained. To find out the results of the calculation and decision of question items for the Job Design variable (X4), below is a summary in the form of a table of validity test items for the Job Design variable (X4).

Table 4. Validity Test Results of Variable Question Points Design Work (X4)

Question Point	recalculate	Tableable	Information
1	0,670	0,304	*VALID*
2	0,737	0,304	*VALID*
3	0,782	0,304	*VALID*
4	0,802	0,304	*VALID*

Source: Processed primary data

Question Item Validity Test for Work Ethics Variables (X4)

In the question item for the Work Design variable (X4), the test method is to compare the calculated value with a table at a significance level of 5% degrees of freedom (n-2), for n of 42-2 = 40, so that the table value of 0.304 is obtained. To find out the results of the calculation and decision of question items for the Job Design variable (X4), below is a summary in the form of a table of validity test items for the Job Design variable (X4).

Table 5. Validity Test Results of Variable Question Points Kerer ethics (X4)

Question Point	recalculate	Tableable	Information
1	0,798	0,304	*VALID*
2	0,841	0,304	*VALID*
3	0,910	0,304	*VALID*
4	0,818	0,304	*VALID*
5	0,677	0,304	*VALID*

Source: Processed primary data

Question Item Validity Test for Employee Performance Variable (Y)

In the question item for the Employee Performance variable (Y), the test method is to compare the calculated value with a table at a significance level of 5% degrees of freedom (n-2), for n of 42-2 = 40, so that the table value of 0.304 is obtained. To find out the results of the calculation and decision of question items for the Employee Performance variable (Y), below is a summary in the form of a table testing the validity of the question item for the Employee Performance variable (Y).

Table 6. Validity Test Results of Variable Question Points Employee Performance (Y)

Question Point	recalculate	Tableable	Information
1	0,810	0,304	*VALID*
2	0,771	0,304	*VALID*
3	0,843	0,304	*VALID*
4	0,709	0,304	*VALID*
5	0,881	0,304	*VALID*

Source: Processed primary data

b. Reliability Test

Reliability Test is a tool used in measuring the level of consistency of an item.

Table 7. Reliability Test

Variable	recalculate	Tableable	Information
1	0,836	0,304	*Reliable*
2	0,821	0,304	*Reliable*
3	0,700	0,304	*Reliable*
4	0,728	0,304	*Reliable*
5	0,869	0,304	*Reliable*
6	0,861	0,304	*Reliable*

Source: Processed primary data

c. Normality Test

The normality test is useful at an early stage in the selection method of data analysis. This Normality Test aims to determine the distribution of data that follows or is close to the normal distribution. Normality test using Skewness and Kurtosis with the following results:

Table 8. Hasil Analisis Uji Skewness dan Kurtosis

Descriptive Statistics					
	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Unstandardized Residual	42	,330	,365	1,259	,717
Valid N (listwise)	42				

Source: Primary data processed

From the results of these calculations, a Skewness value of 0.330 and a Kurtosis value of 1.259 were obtained. So that the Z-Skewness and Z-Kurtosis values can be calculated as follows:

Z-Skewness = Skewness/sqrt (6/N) = 0,330/sqrt (6/42) = 0,872

Or a value of -1.96 <0.872< 1.96. This means that the skew of the data is close to symmetric.

Z-Kurtosis = Kurtosis/sqrt (24/N) = 1.259/sqrt (24/42) = 1.665

Or a value of -1.96 <1.665< 1.96. This means the tapering of the data is Mesokurtic or has a normal distribution.

The Normality Test can also be done using *Normal P-P Plot* chart analysis which compares observation data with distributions close to normal distributions with the following graph results:

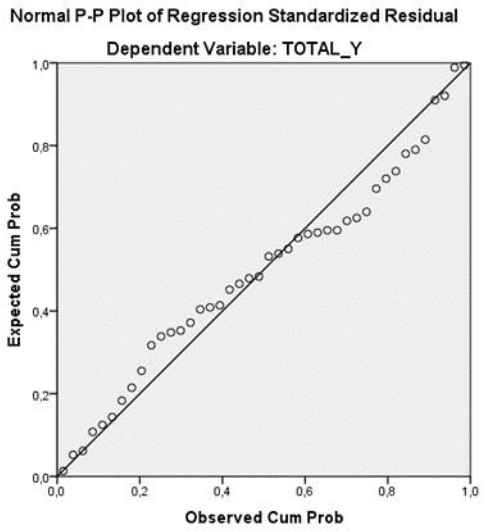

Figure 3

From Figure 3 it can be seen that titik_titik spreads around the diagonal line and follows the direction of the diagonal line, this shows that the regression model meets the assumption of normality. This is also supported by the *Kolmogorov-Smirnov (K-S)* results as follows:

Table 9. Uji Normality

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		42
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	,84679193
Most Extreme Differences	Absolute	,113
	Positive	,113
	Negative	-,091
Kolmogorov-Smirnov Z		,733
Asymp. Sig. (2-tailed)		,655

a. Test distribution is Normal.

a. Calculated from data.

Source: Primary Data processed

From Table 24 above, it can be seen that the significance value for all variables using *Unstandardized Residual* is 0.655, because the significance for all variables shows a *greater Kolmogorov-Smirnov* probability than the research test (Sig >0.05), it can be said that the data on the variables Recruitment (X1), Placement (X2), Training (X3), Job Design (X4), Work Ethics (X5) and Employee Performance (Y) normally distributed.

Multicollinearity Test

Detection of regression models that are free from multilinear by detecting the magnitude of VIF (*Variance Inflation Faction*) which has a VIF value below 10 and close to a tolerance number close to 1. To find out whether multicollinearity occurs can be seen from the VIF value contained in each variable as shown in the table below:

Table 10. Multicollinearity Test Results
Coefficients

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	TOTAL_X1	,485	2,061
	TOTAL_X2	,471	2,122
	TOTAL_X3	,416	2,403
	TOTAL_X4	,471	2,125
	TOTAL_X5	,382	2,615

a. Dependent Variable: TOTAL_Y

Source: Primary Data processed

From the table, it is obtained that all independent variables have a *Tolerance* value below 1 and nil VIF far below 10. Thus in this model, there is no problem of multicollinearity.

Heteroscedasticity Test

Detection of the presence or absence of heteroscedasticity can be done using the Scatterplot graph with the following results:

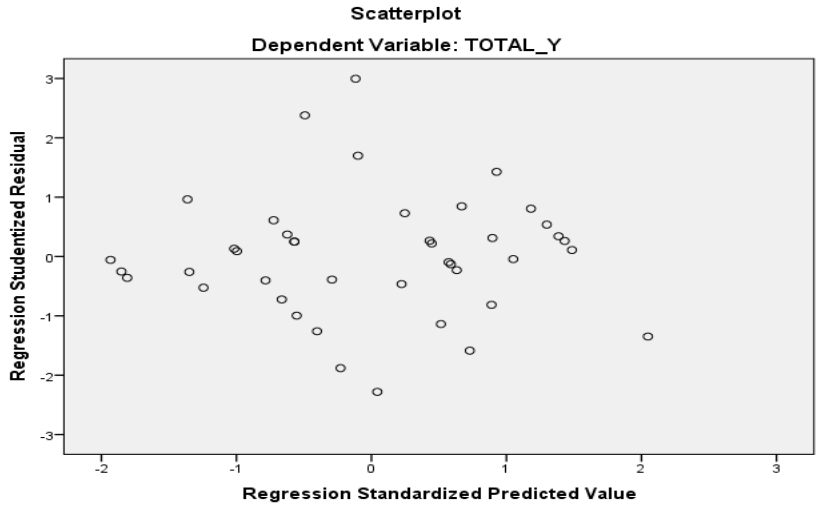

Figure 4. Heteroscedasticity Test

From the scatterplot graph, it can be seen that the points spread randomly and are scattered both above and below the number 0 on the Y-axis. However, analysis with plot graphs has weaknesses in the accuracy of interpreting it, therefore it is necessary to carry out statistical tests to better guarantee the accuracy of the results. The Heteroscedasticity test can also be carried out *Spearman Rank test* where calculations are made of the Spearman *rank correlation* between absolute ut variables and independent variables. Then the values of all *Spearman ranks* are compared with the specified significance values. The problem of heteroskedasticity does not occur when the *Spearman rank value* between the absolute residual regression variable and the independent variables is greater than the sig value of >0.05. The following is a table of Spearmen Rank test results:

Table 11. Achieved Rank Spearmen Correlations

		TOTAL_X1	TOTAL_X2	TOTAL_X3	TOTAL_X4	TOTAL_X5	abs_res
TOTAL_X1	Pearson Correlation	1	,542**	,591**	,574**	,676**	,049
	Sig. (2-tailed)		,000	,000	,000	,000	,760
	N	42	42	42	42	42	42
TOTAL_X2	Pearson Correlation	,542**	1	,634**	,583**	,666**	-,015
	Sig. (2-tailed)	,000		,000	,000	,000	,923
	N	42	42	42	42	42	42
TOTAL_X3	Pearson Correlation	,591**	,634**	1	,672**	,650**	,206
	Sig. (2-tailed)	,000	,000		,000	,000	,192
	N	42	42	42	42	42	42
TOTAL_X4	Pearson Correlation	,574**	,583**	,672**	1	,606**	,061
	Sig. (2-tailed)	,000	,000	,000		,000	,699
	N	42	42	42	42	42	42
TOTAL_X5	Pearson Correlation	,676**	,666**	,650**	,606**	1	-,090
	Sig. (2-tailed)	,000	,000	,000	,000		,570
	N	42	42	42	42	42	42

abs_res	Pearson Correlation	,049	-,015	,206	,061	-,090	1
	Sig. (2-tailed)	,760	,923	,192	,699	,570	
	N	42	42	42	42	42	42

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data processed

Based on Table 26 above, it can be obtained that the *Spearman rank* correlation obtained variable X1 of 0.760, variable X2 of 0.923, variable X3 of 0.192, variable X4 of 0.699, and variable X5 of 0.570. The significance used is 5%, then the heteroskedasticity problem is said not to occur because all variable values are greater than 0.05.

Linearity Test

The linearity test aims to determine whether two variables have a linear relationship or not significantly. Two variables are said to have a linear relationship when the significance (*linearity*) is less than 0.05.

Table 12. Linearity Test Results From each variable

Variable	Linearity	Significance	Information
Gunpowders (x1)	0,000	0,05	*Linear*
Placement (X2)	0,004	0,05	*Linear*
Training (X3)	0,000	0,05	*Linear*
Design Work (X4)	0,001	0,05	*Linear*
Kerer ethics (X5)	0,000	0,05	*Linear*

From the results above, it can be seen that the significance value of the Recruitment variable (X1) is 0.000, the Placement variable (X2) is 0.004, the Training variable (X3) is 0.000, the Job Design variable (X4) is 0.001 and the Work Ethics variable (X5) is 0.000. So it can be concluded that between each variable and Teacher Performance (Y), there is a linear relationship because the significance value is less than 0.05

The Automobile

This autocorrelation test aims to test whether, in a linear regression model, there is a correlation between confounding errors in period t-1 (previous). To detect the presence or absence of autocorrelation is done using the Durbin-Watson test (D-W) as follows:

Table 13. Smile Uzie *Durbin Watson*

Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Durbin-Watson
1	,921[a]	,849	,828	,904	1,823

a. Predictors: (Constant), TOTAL_X5, TOTAL_X4, TOTAL_X2, TOTAL_X1, TOTAL_X3
b. Dependent Variable: TOTAL_Y

Source: Primary data processed

From Table 28 of the regression analysis results above, the Durbin-Watson calculated value of 1.823 was obtained. While the magnitude of DWtable is obtained from n = 42 (number of samples) and k = 5 (number of independent variables), namely dL (outer limit) = 1.254; dU (inner limit) = 1.781; 5-dU = 3.219; and 5-dL = 3.746. So from the calculation above, it is concluded that DWcalculate is located in the test area.

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine how much influence the independent variables namely Recruitment (X1), Placement (X2), Training (X3), Job Design (X4), and Work Ethics (X5) have on Employee Performance (Y). Based on calculations using the SPSS Program version 17.0 (appendix H), multiple linear regression results are obtained in the table as follows:

Table 14. Calculation Results of Multiple Linear Regression Analysis

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	6,749	1,477	
	REKRUITMEN	,573	,072	,743
	PENEMPATAN	-,221	,090	-,232
	PELATIHAN	,309	,098	,317
	DESAIN PEKERJAAN	-,222	,101	-,208
	ETIKA KERJA	,235	,089	,275

a. Dependent Variable: TOTAL_Y

Source: Primary data processed

Based on the results of data analysis on the effect of Recruitment (X1), Placement (X2), Training (X3), Job Design (X4), and Work Ethics (X5) on Employee Performance (Y) at PT. Syntax Corporation Indonesia obtained the results of multiple linear regression calculations can be seen in Appendix H as follows:

Y = a + b1X1 + b2X2 + b3X3 + b4X4+ b5X4+ b5X5+ e
Y = 6,749 + 0,573X1 + (-0,221X2) + 0,309X3 + (-0,222X4) + 0,235X5 + error.
From the results of this multiple regression calculation, the regression coefficient is obtained as follows:
a = 6.749 is the constant value of the regression equation
b_1 = 0.573 shows a positive influence between
Recruitment on Employee Performance which means that if Recruitment is good it will increase Employee Performance at PT. Syntax Corporation Indonesia.

b2 = -0.221 shows a negative influence between Placement on Employee Performance which means that if the Placement is good it will result in a decrease in Employee Performance at PT. Syntax Corporation Indonesia. This is because, in questionnaire question number 3, employee job placement does not apply competence and physical health test results because mental needs a special doctor to handle this.

b3 = 0.309 shows a positive influence between Training on Employee Performance which means good Training will increase Employee Performance at PT. Syntax Corporation Indonesia.

b4= -0.222 shows a negative influence between Job Design on Employee Performance which means that if the Job Design is good it will result in a decrease in Employee Performance at PT. Syntax Corporation Indonesia. This is because, in questionnaire question number 3, there are some employees at PT. Syntax Corporation Indonesia is not by the main duties ordered by superiors and the work done is not by the level of education.

b5=0.235 shows a positive influence between Work Ethics on Employee Performance which means that if the Work Ethics are good it will increase Employee Performance at PT. Syntax Corporation Indonesia. In other words, from the results of the multiple linear regression equation above, it can be seen that the increase in Employee Performance at PT. Syntax Corporation Indonesia is positively and significantly influenced by Recruitment, Training, and Work Ethics, and Job Placement and Design variables are negatively influenced.

Analysis of Research Results Compared to Previous Research

The first hypothesis states that the Recruitment variable is partially proven to have a positive and significant effect on Employee Performance because the Recruitment variable has a calculated value of 7,994 and table 2,021 means calculate> table (7,994 > 2,021) which means there is a significant influence of the recruitment variable (X1) on employee performance (Y). This is in line with research conducted by Laras Ifantri (2014), Muhamad Aji Nugroho (2012), Junaedi (2011), and Miftahul Fauzi (2011) which states that there is a positive and significant influence of recruitment variables (X1) on employee performance.

The second hypothesis states that the placement variable is partially proven to have a negative and significant effect on employee performance because the placement variable has a

calculated value of -2.463 and a table of -2.021 means tcount> table (-2.463 > -2.021) which means there is a significant influence of the placement variable (X2) on employee performance (Y). This is not in line with research conducted by Laras Ifantri (2014), Junaedi (2011), Yuni Ramadhani Nst (2006), Leonardo William Goni, Adolfina and Jecky Sumarauw (2015), and Miftahul Fauzi (2011) which states that there is a significant influence of placement variables (X2) on employee performance.

The third hypothesis states that the training variable is partially proven to have a positive and significant effect on employee performance because the training variable has a calculation value of 3.155 and table of 2.021 means count> table (3.155 > 2.021) which means there is a significant influence of training variables (X3) on employee performance (Y). This is in line with research conducted by Laras Ifantri (2014), Junaedi (2011), Journal by Leonardo William Goni, Adolfina and Jacky Sumarauw (2015), Nursiyam Hidayati (2006), Miftahul Fauzi (2011) which states that there is a significant influence of training variables (X3) on employee performance.

The fourth hypothesis that states the Job Design variable is partially proven to have a negative and significant effect on employee performance because the job design variable has a calculated value of -2.206 and a table of -2.021 means calculate < table (-2.206 < -2.021) which means there is a significant influence of the job design variable (X4) on employee performance (Y). This is not in line with research conducted by Dian Lestari (2016) which states that there is a positive and significant influence of job design variables (X4) on employee performance.

The fifth hypothesis that states the Work Ethics variable is partially proven to have a positive and significant effect on employee performance because the work ethics variable has a calculated value of 2.629 and table of 2.021 means calculate> table (2.629 > 2.021) which means there is a significant influence of work ethics variables (X5) on employee performance (Y). This is in line with research conducted by Laras Ifantri (2014) and Miftahul Fauzi (2011) which states that there is a significant influence of work ethics variables (X5) on employee performance

4. Conclusion

The following is the conclusion of the study that, from the results of hypothesis testing shows that there is a significant positive influence of the Recruitment variable (X1) with a calculated value of 7,994 on Employee Performance at PT. Syntax Corporation Indonesia. The results of hypothesis testing show that there is a significant negative influence of the Placement variable (X2) of -2.463 on Employee Performance at PT. Syntax Corporation Indonesia.

The results of hypothesis testing, show that there is a significant influence on the Training variable (X3) of 3,155 Employee Performance at PT. Syntax Corporation Indonesia. The results of hypothesis testing, show that there is a significant negative influence of the Job Design variable (X4) of -2.206 on Employee Performance at PT. Syntax Corporation Indonesia. The results of hypothesis testing, show that there is a significant influence of Work Ethics variables (X5) of 2,629 on Employee Performance at PT. Syntax Corporation Indonesia.

From data analysis for partial testing (t-test) between Placement (X2), Job Design (X4) partially affects rejected Teacher Performance and Recruitment (X1), Training (X3), and Work Ethics (X5) on Employee Performance at PT. Syntax Corporation Indonesia(Y) partially affects the performance of accepted teachers. From the results of hypothesis testing, it shows that there is a significant influence between variables between Recruitment (X1), Placement (X2), Training (X3), Job Design (X4), and Work Ethics (X5) of 0.849 or 84.9% on Employee Performance. The data analysis for the F test shows the value of Fcalc> Ftable (40.504> 2.48) means that the independent variables, namely between Recruitment (X1), Placement (X2), Training (X3), Job Design (X4) and Work Ethics (X5), together (simultaneously) and significantly affect Employee Performance at PT. Syntax Corporation Indonesia.

The data analysis for the F test shows the value of Fcalc> Ftable (40.504> 2.48) means that the independent variables, namely between Recruitment (X1), Placement (X2), Training (X3), Job Design (X4) and Work Ethics (X5), together (simultaneously) and significantly affect Employee Performance at PT. Syntax Corporation Indonesia. The contribution of the variables Recruitment (X1), Placement (X2), Training (X3), Job Design (X4), and Work Ethics (X5), contained in the determinant coefficient regression model (R2) can explain the variability of 84.9% while the remaining 15.1% is influenced by other variables outside the equation model in this study, for example, Promotion and Coordination.

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