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The Influence of Recruitment, Placement, and Personnel Maintenance on the Work Performance of Police Members in the Gorontalo Regional Police

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ABSTRACT

This research was conducted with the aim of analyzing the Influence of Recruitment, Placement, and Personnel Maintenance on the Performance of Police Members in the Gorontalo Regional Police. This study is an associative research with a quantitative approach. Data analysis technique used multiple linear regression. Sampling was done by census involving the entire population as research samples. The results showed that partially recruitment has a positive and significant effect on the performance of police members in the Gorontalo Regional Police, placement has a positive and significant effect on the performance of police members in the Gorontalo Regional Police, personnel maintenance has a positive but not significant effect on the performance of police members in the Gorontalo Regional Police simultaneously recruitment, placement, and personnel maintenance have a positive and significant effect on the performance of police members in the Gorontalo Regional Police.

Recruitment, Placement, Personnel Maintenance, Work Performance

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INTRODUCTION

An organization can operate effectively when its human resources perform well. Organizations are now required to create high employee performance for organizational development. According to Mangkunegara (in Modjo et al., 2022), employee performance is the achievement that covers both the quality and quantity aspects of the work performed by an employee, according to the responsibilities entrusted to them.

Organizations must be able to build and improve performance to compete with other organizations, as employees play a crucial role in achieving organizational goals and are pivotal to the smooth functioning of the organization. Employees serve as planners, implementers, and controllers who

actively contribute to achieving organizational goals. Therefore, organizational success is greatly influenced by the performance of its employees.

Employee performance that is not achieved poses a problem for organizations because achieving employee performance is what is expected by the organization. If this condition occurs, the organization will incur losses and will not be maximally achieved. Failure to achieve employee performance can be experienced by any organization, one of which is experienced by the Gorontalo Regional Police Department (Polda).

It is undeniable that the police institution is currently one of the top choices for employment. Indeed, becoming a police officer is a source of pride for those who are successfully accepted. Becoming a police officer has even become a passion for the community, so people strive to be accepted as police officers. To achieve their goals, applicants will make every effort, and many of them even try shortcuts to be accepted as police officers.

As an institution tasked with protecting and serving the community, the Gorontalo Regional Police Department is required to demonstrate good work performance. This is to maintain the image of the police force in the eyes of the public, especially since the police force is currently experiencing a negative image, resulting in many people expressing their distrust of the police force. This requires the Gorontalo Regional Police Department to pay more attention to the work results displayed by its members. Therefore, a good human resource management system is needed to achieve good work performance, one of which is good recruitment processes.

(Mathis & Jackson, 2001) in (Yullyanti, 2009) defines recruitment as a process of gathering a number of applicants who have the required qualities by the company to be employed within the company. Recruitment involves a series of activities to search and attract job seekers with the motivation, abilities, skills, and knowledge required to cover the deficiencies identified in personnel planning.

To obtain high performing employees starts with recruiting workers who meet the organization's needs. Individual and group work performance is essential and highly valued because every organization has the same goal, which is to produce high-performing members, which in turn impacts member productivity. This performance depicts an increase in future human resource development to a higher level and becomes an added value for every organization, which will ultimately have a positive impact on organizational development.

Not far from the importance of good recruitment processes, placing employees in the right positions is also one of the keys to achieving optimal

work performance from each employee; their creativity and initiative will develop, (Hasibuan, 2007). In employee placement, it is important for management to place employees according to their expertise ('the right man on the right place'). The aim of this concept is to ensure that each individual is placed according to their true expertise (Saleh et al., 2023). The placement of members is expected to provide adequate contributions to the organization, besides being an effort to develop human resource compensation within the organization. The suitability of member placement with their duties greatly influences job satisfaction and the achievement of their work performance.

After being recruited and then placed in positions that match their skills, police officers begin to perform the tasks and obligations inherent in the positions they are placed in. As public servants, police officers are required to prioritize task and state interests, and often must sacrifice physically, mentally, and in their personal lives. In its implementation, the police institution must also pay attention to the needs of its personnel. This means that the institution must maintain its personnel.

According to (Sugijono, 2015) employee maintenance is a crucial step to ensure that their physical, mental, and emotional conditions remain optimal, so high loyalty and productivity can form the foundation for achieving company goals. The safety, security, and health of employees must be the top priority in the maintenance efforts. By maintaining personnel, personnel will feel that their presence in the unit is valued and considered by the institution. Furthermore, the institution can understand what its personnel want within the unit. The function of employee maintenance concerns the protection of the physical, mental, and emotional conditions of employees according to (Flippo, 1984) in (Sofyandi, 2008) and (Hasibuan, 2009).

The reason the author conducted this research at the Gorontalo Regional Police Department is because there is still information indicating that the recruitment process for prospective Police members does not comply with the procedures set, even though the Gorontalo Regional Police Department leadership has committed to conducting a clean and transparent recruitment process to obtain truly competent Police members. Similarly, in the placement of Police members, attention has not yet been fully paid to their expertise. Besides these two issues, personnel maintenance is also considered to be still not optimal, so it is not uncommon for members to engage in activities outside their duties and responsibilities with the aim of obtaining things that have not been provided by the institution, even violating rules. This can certainly affect the work performance produced by these members.

Based on the explanations above, the purpose of this research is to analyze the influence of recruitment, placement, and personnel maintenance on the work performance of police officers at the Gorontalo Regional Police Department.

RESEARCH METHODE

The population in this study is all members of the Police Personnel Division at the Gorontalo Regional Police Department, totaling 42 people. Because the population is less than 100, the sampling technique used is total sampling. Similar to Sugiyono (2018:139) who states that total sampling can be done if the researcher wants to generalize with the condition of a small or relatively small population with minimal error. The analysis tool used in this study is multiple linear regression analysis. Regression aims to test the influence between variables, where the influenced variable is called the dependent variable, while the influencing variable is called the independent variable. The equation for multiple linear regression is as follows (Bhuono Agung: 2005):

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

Where:

- Y = Dependent variable (Work Performance)
- a = Constant
- b = Regression coefficient
- X1 = First independent variable (Recruitment)
- X2 = Second independent variable (Placement)
- X3 = Third independent variable (Personnel Maintenance)

RESULT AND DISCUSSION

Hypothesis Testing

Simultaneous Hypothesis Testing Results

The results of the simultaneous hypothesis testing can be seen in the following Table 1.

Table 1.
Results of Simultaneous Hypothesis Testing First
 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	758.469	3	252.823	104.962	.000 ^b
	Residual	91.531	38	2.409		
	Total	850.000	41			

- a. Dependent Variable: WORK PERFORMANCE
 b. Predictors: (Constant), ERSONNEL MAINTENANCE,
 PLACEMENT, RECRUITMENT
 Source: Processed Data, 2023

The results of the first simultaneous hypothesis testing shown in Table 1 obtained a calculated F-value of 104.962 using a confidence interval of 95% or alpha (α) = 0.05. From the F-distribution table, the critical F-value (F-table) is found to be 2.934. Comparing the calculated F-value with the critical F-value, we find that the calculated F-value (104.962) > F-table (2.934). Therefore, the null hypothesis (H0) is rejected, and the alternative hypothesis (Ha) is accepted. This means that simultaneously, the recruitment variable (X1), placement variable (X2), and personnel maintenance variable (X3) have a positive and highly significant effect on the work performance (Y) of police officers at the Gorontalo Regional Police Department.

The ability of the recruitment variable (X1), placement variable (X2), and personnel maintenance variable (X3) to explain their influence on the work performance (Y) of police officers at the Gorontalo Regional Police Department is shown in Table 2 below.

Table 2.
Coefficient of Determination (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.945 ^a	.892	.884	1.552

Source: Processed Data, 2023

Table 2 shows that the coefficient of determination (R²) is 0.892 or 89.2%. This means that the ability of the independent variables, namely recruitment (X1), placement (X2), and personnel maintenance (X3), explains 89.2% of the influence on the work performance (Y) of police officers at the Gorontalo Regional Police Department. The remaining 10.8% represents unexamined variables. Other unexamined variables include compensation, job conflict, organizational culture, and other factors.

Partial Hypothesis Testing Results

The results of the partial hypothesis testing can be seen in the following Table 3.

Table 3.
Results of Partial Hypothesis Testing

Model		Unstandardize		Standardize		
		d Coefficients	Std. Error	d Coefficients	t	Sig.
1	(Constant)	.832	2.083		.400	.692
	Rekrutmen	1.270	.173	.813	7.358	.000
	Penempatan	.325	.098	.319	3.331	.002
	Pemeliharaan Personil	.129	.142	.128	.906	.371

Source: Processed Data, 2023

Based on Table 3, the multiple linear regression equation in this study is as follows:

$$Y = 0,832 + 0,813 X_1 + 0,319X_2 + 0,128X_3 + e$$

The results of partial hypothesis testing shown in Table 5.16 above provide the t-values for each independent variable in this study. The t-values for each independent variable will be compared with the t-table values using a confidence interval of 95% or $\alpha = 0.05$ ($0.05/2 = 0.025$), resulting in a t-table value of 2.021.

The results of partial hypothesis testing show that the recruitment variable (X1) has a t-value (7.358) > t-table value (2.021) with a significance level of $0.000 < 0.05$. Therefore, the decision is to accept Ha and reject H0. This means that the recruitment variable (X1) has a positive and significant effect on the work performance (Y) of police officers at the Gorontalo Regional Police Department.

The placement variable (X2) has a t-value (3.361) > t-table value (2.021) with a significance level of $0.001 < 0.05$. Therefore, the decision is to accept Ha and reject H0. This means that the placement variable (X2) has a positive and significant effect on the work performance (Y) of police officers at the Gorontalo Regional Police Department.

The personnel maintenance variable (X3) has a t-value (0.906) < t-table value (2.021) with a significance level of $0.371 > 0.05$. Therefore, the decision is to accept H0 and reject Ha. This means that the personnel maintenance variable

(X3) has a positive but not significant effect on the work performance (Y) of police officers at the Gorontalo Regional Police Department.

Comparing the data above, the recruitment variable has a more dominant influence on the work performance of police officers at the Gorontalo Regional Police Department. This is consistent with the statements of some police officers at the Gorontalo Regional Police Department who have stated that good recruitment processes will significantly contribute to improving the work performance of police officers at the Gorontalo Regional Police Department.

Discussion

The Influence of Recruitment on Job Performance

The results of this study indicate that recruitment has a positive and significant influence on the job performance of police officers in the Gorontalo Regional Police Department. The better the recruitment process, the better the job performance exhibited by the police officers in Gorontalo. A good recruitment process serves as a platform to obtain police officers who demonstrate good job performance.

The recruitment process at the Gorontalo Regional Police Department involves several stages, including socialization, registration, document submission, document examination, academic tests, psychological tests, health examinations, physical tests, talent and interest exploration tests, mental health tests, interviews, second health examinations, interim announcements, central supervision, and final announcements. Based on the research findings and observations of the recruitment stages at the Gorontalo Regional Police Department, it can be concluded that the recruitment process adheres to the BeTAH principle (Clean, Transparent, Accountable, and Humane). This ensures that police officers accepted meet the required criteria and can demonstrate good job performance as expected.

As stated in the Regulation of the Chief of the Indonesian National Police No. 10 of 2019 regarding Proactive Recruitment of Candidates for the Indonesian National Police, Article 1, paragraph 7 states that Proactive Recruitment of Candidates for the Indonesian National Police is a process of searching, selecting, and training the best candidates who meet the requirements to become members of the Indonesian National Police, both Officers and Non-Commissioned Officers. Furthermore, Article 3 mentions that this recruitment process uses three categories of recruitment policies: 1) Strengthening actions (affirmative action) given specifically to certain groups/segments proportionally in the context of Proactive Recruitment of Candidates for the Indonesian National Police of quality and fairness for sons/daughters from various regions in Indonesia; 2) awards; and 3) talent

scouting, which is the process of searching and guiding prospective members of the Indonesian National Police who have special talents, interests, and potential needed by the Indonesian National Police through academic and/or non-academic achievement pathways. The implementation of Proactive Recruitment of candidates for the Indonesian National Police, conducted with a high regard for the BeTAH principle, will undoubtedly produce police officers with good integrity.

His is further supported by studies conducted by (Rofaita, 2012); (Afriyie et al., 2013); (Zulianti, 2014); (Suwanto & Muslya, 2015); (Lukiyana & Sriyanto, 2017) which found a positive correlation between employee recruitment and their job performance. The better the recruitment process conducted by a company, the higher the job performance of the employees.

The Influence of Placement on Job Performance

The results of this research indicate that placement has a positive and significant influence on the job performance of police officers. When placements are good, job performance also improves. Placement involves assigning police officers to work units according to the needs of the unit and the skills possessed by the police officers.

The stages of placement carried out at the Gorontalo Regional Police Department include several criteria: unit needs, highest education level, competencies, psychological tests, and marital status. If this can be implemented well, police officers placed in units that match their skills will adapt to their tasks and responsibilities more easily and quickly, thereby demonstrating good work. It's not just about quantity, but also the quality of work produced matches the expected standards. Thus, these officers can be said to exhibit good job performance.

This is supported by research conducted by (Sandi et al., 2013); (Tinambunan & Andri, 2020) which found that employee placement significantly influences job performance.

The Influence of Personnel Maintenance on Job Performance

The results of this research indicate that personnel maintenance has a positive but not significant influence on the job performance of police officers. If personnel maintenance is good, job performance will also improve, although the impact is relatively small. Personnel maintenance carried out for the benefit of police personnel aims to enhance the welfare of the members and their families, provide tranquility, security, and maintain the health of the employees, improve the physical, mental, and attitudinal conditions of the police officers themselves.

Personnel maintenance activities for police officers in the Gorontalo Regional Police Department are detailed to enhance the loyalty of members to the institution, improve motivation and work discipline, boost enthusiasm and passion for work, and enhance a sense of security and pride, along with inner peace while performing duties. These activities are aimed at boosting the morale of police officers as a precision public service institution, which ultimately reflects positively on the job performance of its members.

Personnel maintenance activities at the Gorontalo Regional Police Department are guided by several regulations, including Chief of the Indonesian National Police Regulation Number 14 of 2017 concerning Health Services within the Indonesian National Police Environment, which stipulates that every civil servant and police officer, along with their families, are entitled to health services covering promotive, preventive, curative, and rehabilitative health care. These health services are provided to achieve optimal health status, allowing every police officer to fulfill their duties optimally. In addition to health factors, maintenance is also conducted in the form of guidance to ensure the performance of police officers remains intact.

Furthermore, Chief of the Indonesian National Police Regulation Number 99 of 2020 concerning the System, Management, and Success Standards of Human Resources Development of the Indonesian National Police Excellence states that the excellent Human Resources Development system of the Indonesian National Police encompasses the entire integrated, interconnected, supportive, and cohesive HR development process to achieve organizational goals effectively and efficiently. The objective is to prepare and provide professional and integrated services as an effort to fulfill the rights of civil servants in the Indonesian National Police in the fields of care, psychology, personnel control, and career development in accordance with applicable provisions within the Indonesian National Police environment. Additionally, personnel maintenance in the Indonesian National Police is also conducted through the provision of awards as stated in Chief of the Indonesian National Police Regulation Number 3 of 2011 concerning Awards in the Indonesian National Police Environment, which aims to foster a sense of pride, respect, exemplary behavior, and work motivation.

This is reinforced by research conducted by (Kurniawan, 2009); (Maulyan et al., 2023) which state that personnel maintenance has a positive and significant effect on job performance.

CONCLUSION

Based on the results of the research and discussion, it can be concluded that recruitment has a positive and significant influence on the job performance of police officers in the Gorontalo Regional Police Department (Polda Gorontalo). Additionally, placement also has a positive and significant influence on the job performance of police officers in Polda Gorontalo. However, personnel maintenance does not have a significant influence on the job performance of police officers in Polda Gorontalo. Nevertheless, collectively, recruitment, placement, and personnel maintenance positively and significantly affect the job performance of police officers in Polda Gorontalo. The recruitment variable also proves to be the dominant factor influencing the job performance of police officers in Polda Gorontalo.

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