

THE INFLUENCE OF THE RECRUITMENT AND SELECTION PROCESS ON EMPLOYEE PERFORMANCE AT PT. PADMA SOODE INDONESIA

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ABSTRACT

This study aims to see the extent of the influence of the independent variable of the Recruitment Process and the free variable of Selection on the variable tied to Employee Performance partially or simultaneously. This research was conducted at PT Padma Soode Indonesia located on Jl. Raya Narogong No.KM.15 Ciketing Udik, Bantar Gebang District, Bekasi City, West Java. The type of research used in this study is a quantitative approach. The sample in this study used *the Random Sampling technique*. The data obtained is primary data from the results of questionnaire answers distributed to 92 respondents and processed using the SPSS program version 22. The results showed that in the partial t test, the Recruitment Process variable did not have a significant effect on Employee Performance and the Selection Variable had a significant effect on Employee Performance. In Test F, the variables of the Recruitment and Selection Process simultaneously affect Employee Performance. The next suggestion to researchers is to conduct research by adding other variables such as placement and with a larger number of respondents.

INTRODUCTION

Human resources are a key factor in organizations and teams, organizations are based on various visions that are beneficial to humans and led by humans in realizing their goals. Therefore, the functioning of a human organization is a strategic factor (Nurung & Hasmin, 2021). In global competition, every company strives in such a way as to develop the best strategy to compete, so that the right human resources are needed to develop the organization and run business in the organization (Raja, 2018). There are three processes in human resource management that support companies to get quality human resources, namely; recruitment, selection and placement of employees (Andrian et al., 2018).

Recruitment is the process of recruiting, selecting, placing, orienting and inducting to get employees who are efficient and effective in helping to achieve company goals. The company recruits to increase the number of existing employees in the company, this happens because the company continues to grow, so new employees are needed to continue the development that will be carried out by the company. Recruitment is about meeting the staffing needs of an organization by helping potential candidates/employees decide if they meet the job requirements, whether they are interested in the job and whether they want to join the organization (Pane, 2019).

Recruitment is not only about attracting potential people or employees from outside the organization, another purpose of recruitment is to provide qualified applicant candidates so that recruitment managers can find candidates who meet the predetermined requirements and qualifications (Sumadhinata & Sari, 2023). The selection stage is the next stage to determine qualified human resource candidates to be able to assist the company in developing a company goal and assist in improving the quality of employee performance achievements in the company (Dita & Lestariningsih, 2020),

The selection process must be based on planning and analysis of predetermined positions, knowledge, skills, abilities and other characteristics, so that through this selection it is expected to obtain correct information about the skills and knowledge of prospective employees who have gone through recruitment (Amalia, 2018).

Regarding recruitment, a very basic and commonly faced problem for many organizations, institutions or companies is how to attract prospective workers or job seekers so that they can work optimally in the company, especially so that employees can later support the sustainability of the organization, or the company where they work. Because sometimes recruitment carried out by certain companies and organizations usually tends to be only at the registration level, so that the expected employee qualifications cannot be obtained properly. In the selection process, sometimes it does not consider the ethical aspects of the applicant, so that problems such as discipline, efficiency and individual effectiveness of prospective employees in completing work are not in accordance with what is expected by the company.

THEORETICAL REVIEW

Recruitment

Recruitment is a series of activities that start from when the company needs employees and opens vacancies to find the desired candidate or meet the requirements according to the existing position or vacancy (Wulandari & Feranita, 2020).

Recruitment aims to get as many prospective employees as possible in accordance with the qualifications needed by the company from various sources, so as to attract prospective employees with the best quality among the best. So that future candidates can carry out the tasks and work assigned to them as efficiently and effectively as possible to achieve goals (Gunawan, 2021).

Indicators of recruitment process variables according to (Baruno & Permatasari, 2020) are:

1. Basis for withdrawal
2. Withdrawal sources
3. Withdrawal methods

H1: There is a significant effect between the Recruitment Process (X1) on employee performance (Y) at PT. Padma Soode Indonesia.

Selection

Selection is a human resource management activity that occurs after the recruitment process is complete. That is, qualified candidates have been collected and then a selection is made to select who can be appointed as employees. This selection process is called selection (Aisyah & Giovanni, 2018).

Employee selection in a company aims to obtain the following things (Ceria Hermina, Feny Aulia, Sekar Safitri, 2020): (1) Qualified *and potential* employees, (2) Honest and disciplined employees, (3) Capable employees with proper placement, (4) Employees who are skilled and passionate about work, (5) Employees who meet labor law requirements, (6) Employees who can work together both verbally and horizontally, (7) Dynamic and creative employees, (8) Innovative and fully responsible employees, (9) Loyal and dedicated employees, (10) Reduce absenteeism rates and employee turnover.

Indicators of selection variables according to (Farla et al., 2022) are: (1) Education, (2) Reference, (3) Experience, (4) Health, (5) Written test, (6) Interview

H2: There is a significant effect between selection (X2) on employee performance (Y) at PT. Padma Soode Indonesia.

Performance

Understanding performance is the result of work in quality and quantity that has been achieved by employees by carrying out their duties in accordance with the tasks assigned to them (Ronal & Hotlin, 2019).

Performance appraisal is a formal system for regular checks/appraisals and evaluations of a person's work performance. Basically, performance appraisal is a way to measure the contribution made to organizations and individuals in the organization (Ainnisya & Susilowati, 2018)

Indicators of employee performance variables according to (Ristania 2018), are: (1) Deliverables, (2) Work behavior, (3) Personal nature

H3: There is a significant effect between the Recruitment Process (X1) and Selection (X2) simultaneously on employee performance (Y) at PT. Padma Soode Indonesia.

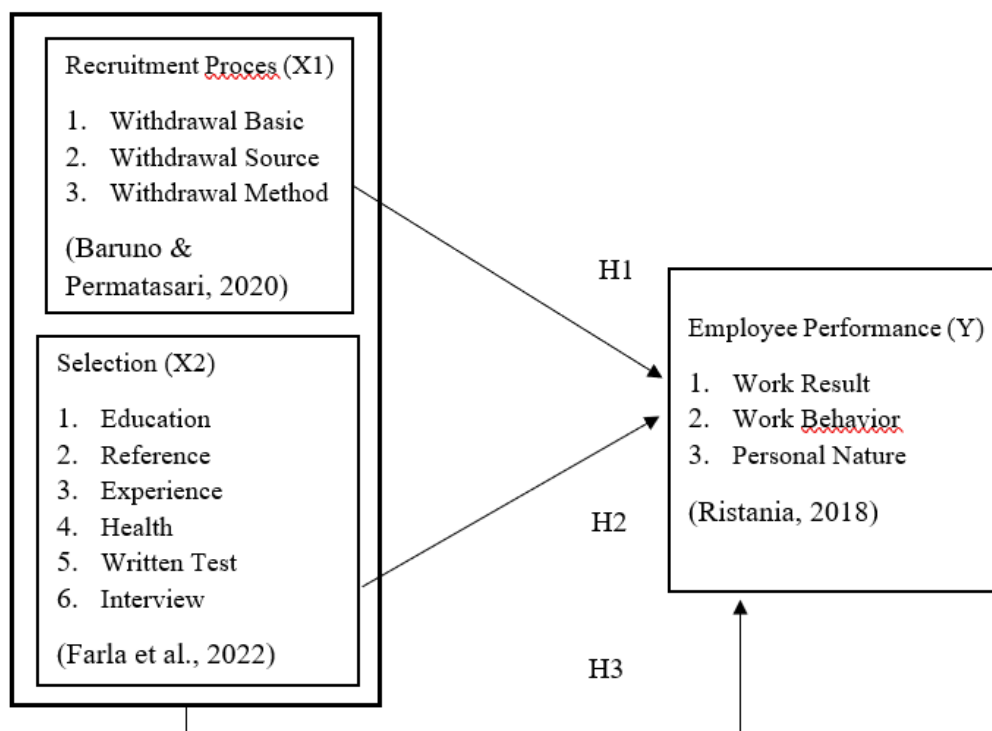


Figure 1. Conceptual Framework

METHODOLOGY

The method used in this study uses quantitative methods. The population at the research site amounted to 120 employees. Due to the population above 100, the slovin method was used in order to get a smaller number of samples by taking into account the error tolerance limit set at 5% (Ditya, 2021), so a sample of 92 employees was obtained. The sampling technique used is random sampling. The types and sources of data in this study are using primary (questionnaire) and secondary (journals and books) data. With SPSS 22 version as a data analysis

RESULTS

Instrument Test

Validity Test

According to (Sujarweni, 2021) to measure whether the data obtained from an existing questionnaire is valid or not, a validity test must be carried out. This test can explain whether the questions used to measure a variable can reveal something. This test was carried out by matching the calculated r value (corrected item-total correlation value at the Cronbach alpha output) with the r table value for degree of freedom ($df = n - 2$ (n is the number of samples) with sig 0.05. if the r count obtained is greater than the r table then it can be said that the questions used are valid.

Based on the results of data processing carried out, it was found that all statement items on the recruitment process variables (X1), Selection (X2), and Employee Performance (Y) in this study were declared valid so that the questionnaire could be used in this study

Reliability Test

The reliability test is carried out after the existing question items have been declared valid. A variable is declared reliable if Cronbach Alpha is obtained > 0.60 (Sujarweni, 2021).

Table 1. Reliability Test Table

Variabel	Cronbach's Alpha	Reliable Conditions	Information
Recruitment Process	0,655	0,60	Reliable
Selection	0,726	0,60	Reliable
Employees performance	0,829	0,60	Reliable

Source: SPSS data processing, 2023

The table above shows that the Cronbach's Alpha value for the Recruitment Process variable is 0.655. Selection is 0.726 and Employee Performance is 0.829. The questions in this questionnaire are reliable because they have a Cronbach Alpha value > 0.60.

Classic Assumption Test

Normality Test

The normality test aims to check whether the residual values in the regression model are normally distributed. Data is considered normal if the significance value (p-value) of each variable being analyzed is greater than 0.05. (Sujarweni, 2018).

Tabel 2. Normality Test Table

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		92
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.61683616
Most Extreme Differences	Absolute	.088
	Positive	.088
	Negative	-.072
Test Statistic		.088
Asymp. Sig. (2-tailed)		.075 ^c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Source: SPSS data processing, 2023

In the Kolmogrov-Smirnov test method, if the significance value is > 0.05 then the variable is normally distributed but vice versa if the significance is <0.05

then the variable is not normally distributed. From the results of table 4.10 it can be seen that the Asymp.Sig.(2-tailed) value is $0.075 > 0.05$ this shows that the data is normally distributed.

Multicollinearity Test

The multicollinearity test is needed to find out whether there are independent variables that have similarities between other independent variables in a model, the similarity of the independent variables causes a very strong correlation, so as to avoid bias in decision making regarding the influence of each independent variable partially on the dependent variable. If the VIF obtained is 1-10 then multicollinearity does not occur. (Sujarweni, 2021).

Tabel 3. Multicollinearity Test Table

Variable	Calculation		Information
	Tolerance	VIF	
Recruitment Process	0,697	1,435	No multicollinearity
Selection	0,697	1,435	No multicollinearity

Source: SPSS data processing, 2023

In the table it can be seen that the tolerance value obtained from each of the Recruitment and Selection Process variables is 0.697 and the VIF value is 1.435. Based on the test results it can be concluded that there is no multicollinearity in the multiple regression model.

Heteroskedasticity Test

The heteroscedasticity test is carried out by looking at the presence or absence of heteroscedasticity in a model with a Scatterplot image pattern. Heteroscedasticity does not occur if the data points are not clustered, spread around 0 or not concentrated below or just above, or the distribution is not patterned and not wavy. (Sujarweni, 2021).

The scatterplot image shows that the positions of the data points spread randomly and are spread well above and below the number 0 on the Y axis, and the points are spread randomly and do not form a particular pattern, meaning that there is no heteroscedasticity in the multiple regression model. So that this multiple regression model is feasible to use to predict employee performance based on the variables that influence it, namely the recruitment and selection process.

Multiple Linear Regression Analysis

Table 4. Multiple Linear Regression Analysis Table

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.449	2.523		2.556	.012
	Proses Rekrutmen	.099	.096	.103	1.041	.301
	Seleksi	.340	.059	.567	5.754	.000

Source: SPSS data processing, 2023

Based on the table above, the regression equation is obtained as follows: $Y = 6.449 + 0.099 X_1 + 0.340 X_2$ the equation model means that,

1. Constant
Constant = 6.449 This means that if the variable Recruitment and Selection Process is assumed to be 0 then Employee Performance has a value of 6.449.
2. Recruitment Process (X1)
The Recruitment Process coefficient value is 0.099. This means that if every time there is an increase of 1 value in the Recruitment Process, it will also be followed by an increase in Employee Performance of 0.099.
3. Selection (X2)
The selection coefficient value is 0.340. This means that if every time there is an increase of 1 selection value, it will also be followed by an increase in employee performance of 0.340.

Hypothesis Testing

T- Test

The t test is an individual partial regression coefficient test which is used to find out whether the independent variable partially affects the dependent variable (Sujarweni, 2021).

The t test also tests the independent variable (Recruitment and Selection Process) on the value of the dependent variable (Y) whether it has an effect or not. To find out whether the hypothesis is accepted or not, the t test is carried out. The basis for the decision is as follows.

- a. If the t count > t table then Ho is rejected (there is a significant effect).
- b. If the value of t count < t table then Ha is accepted (no significant effect).

Table 5. t Test Table

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.449	2.523		2.556	.012
	Proses Rekrutmen	.099	.096	.103	1.041	.301
	Seleksi	.340	.059	.567	5.754	.000

Source: SPSS data processing, 2023

Hypotesis 1

Ho : The Recruitment Process has no significant effect on Employee Performance.

Ha : The Recruitment Process has a significant effect on Employee Performance.

From the results of the table above it can be seen that the Recruitment Process variable (X1) obtained a t-count of $1.041 < 1.98661$ (t-table) with sig. $0.301 > 0.05$ (α) or a significance value greater than 0.05, therefore Ho is accepted, Ha is rejected, which means that partially the Recruitment Process (X1) has no significant effect on employee performance (Y).

Hypotesis 2

Ho : Selection has no significant effect on Employee Performance.

Ha : Selection has a significant effect on Employee Performance.

Then for the Selection variable (X2) a t-count of $5,754 > 1.98661$ (t-table) with sig. $0.000 < 0.05$ (α) or a significance value less than 0.05, therefore Ho is rejected, Ha is accepted, which means that partially Selection (X2) has a significant effect on Employee Performance (Y).

F Test

The F test is a test of the significance of the equation used to find out how much influence the independent variables (X1, X2) have together on the dependent variable (Y) (Sujarweni, 2021)

- a. If f count $<$ f table, it means that the independent variables simultaneously do not significantly influence the dependent variable.
- b. If f count $>$ f table, it means that the independent variables simultaneously have a significant effect on the dependent variable.

The test was carried out by processing the data using the SPSS version 22 program. The results of the F (Simultaneous) Test data can be seen in the following table:

Table 6. F Test Table

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	156.416	2	78.208	29.260	.000 ^b
	Residual	237.888	89	2.673		
	Total	394.304	91			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Seleksi, Proses Rekrutmen

Source: SPSS data processing, 2023

Hypotesis 3

Ho : The Recruitment Process, and Selection, Has No Significant effect on Employee Performance.

Ha : The Recruitment and Selection Process Has a Significant effect on Employee Performance.

From the results of the table above it can be seen if the calculated F value is $29.260 > 3.10$ F with sig. $0.000 < 0.05$ (α) or a significance value of less than 0.05. Therefore, H_0 is rejected, H_a is accepted, which means that simultaneously the Recruitment and Selection Processes have a significant effect on Employee Performance.

Correlation Determination Test (R^2)

Based on the results of SPSS data processing, the Adjusted R Square value was 0.383 or 38.3%, this means that 38.3% of the Employee Performance variable at PT Padma Soode Indonesia can be explained by variations of the two independent variables, namely Recruitment and Selection Processes, while the remaining 61.7% is explained by other causes outside the variables in this study

DISCUSSION

There is no significant effect of Recruitment Process on Employee Performance

Based on the results of the partial t test, it can be concluded that the first hypothesis is not accepted where the recruitment process has no significant effect on employee performance. This can be caused in this recruitment process the company still does not know in depth about prospective employees because at this stage there is no specific process, because basically recruitment is only looking for prospective employees who are competent in accordance with the specified conditions and have not seen whether the candidate really meets the terms and conditions set by the company. This indicates the better the recruitment process carried out by PT. Padma Soode Indonesia does not increase the performance level of its employees.

The Effect of Selection on Employee Performance

Based on the results of the partial t test, it can be concluded that the second hypothesis is accepted where selection has a significant effect on employee performance. This can be caused at the time of selection, prospective employees receive written tests and interview tests from the company to measure the level of knowledge of prospective employees and the employees who are accepted are on average placed in positions that match their knowledge and experience. This indicates the better the selection carried out by PT. Padma Soode Indonesia can increase the level of performance of its employees.

The Effect of Recruitment and Selection on Employee Performance

Based on the results of the simultaneous F test, it can be concluded that the third hypothesis is accepted where the recruitment and selection processes have a simultaneous and significant effect on employee performance. This can be caused because the recruitment and selection process is a series that cannot be separated in a human resource management process, this is contained in Simamora's HRM function. Therefore, if the Recruitment and Selection Processes are carried out simultaneously, it can produce optimal employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on this research related to the analysis of the Recruitment Process as a variable X1, Selection as a variable X2, and Employee Performance as a variable Y. It can be concluded that:

1. Recruitment process has no significant effect on employee performance
2. Selection has a significant effect on employee performance
3. The Recruitment Process and Selection have a simultaneous and significant effect on Employee Performance

Recommendations

Because employees are a very important resource in the company, it is expected that agencies continue to pay attention to the Recruitment Process they have, although the recruitment process does not affect the performance of employees at PT Padma Soode Indonesia, it must still be considered and improved as part of the objectives of human resource management. As for selection, because selection has a significant effect, and also the selection that will be used at PT Padma Soode Indonesia is a means or process used to select employees who will be placed in the company. Therefore, it needs to be improved and maintained, so that the company can continue to produce employees who have optimal performance, especially through selection.

FURTHER STUDY

This study only used 92 samples that were only representative of all employees of PT Padma Soode Indonesia, silicon rubber division of the production department. The variables that are limited to this study are only using the variables of the Recruitment and Selection Process.

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