Influence of the Recruitment Process on Employee Performance

Phiang Nguyen

Faculty of Management and Business, Universiti Malaysia Terengganu

Email: Nguyen.p@umt.my.edu

Abstract

This study aims to determine the effect of the recruitment process on employee performance of PT Pos Indonesia (Persero) Sudirman Pekanbaru. In analyzing the data obtained from the Respondents 64 people. The data calculated used SPSS version 23. Result of t-test obtained that the value of t-count is greater than the value of t-table, then there is the influence of recruitment variables on employee performance at PT Pos Indonesia (Persero) Sudirman Pekanbaru, Indonesia. Then Coefficient of Determination Test showed value of 0.509 means that 50.9% percentage contribution of independent variables to the dependent variable is the recruitment of employee performance. where remaining 49.1% influenced by other variables not included in this study.

Keywords: Recruitment, Employee Performance

I. INTRODUCTION

Profit is the most important goal in establishing a company, to achieve this goal there are many supporting factors so that the profits obtained are not one-time but continuous, both in the form of strategies and factors in the form of the company's assets. Human resources are one of the valuable assets (wealth) for an organization, this can be seen from the existence of a human resource management unit in a company which is the most important unit (Soekarno and Damayanti 2012). PT Pos Indonesia (Persero) is a company engaged in postal and courier services and financial services is a labor-intensive business entity that uses more human labor than machine power. In the recruitment process, PT Pos Indonesia (Persero) Sudirman has quite a lot of stages and requirements. Therefore, apart from being time-consuming, the recruitment process also costs quite a bit. In meeting the needs of workers, in addition to recruiting permanent workers, PT Pos Indonesia (Persero) Sudirman Pekanbaru also fills the vacancies in its human resources with freelancers and throu gh the outsourcing service company PT Pos Indonesia (Persero).

also known as a certain time labor (TKKWT) or better known as outsourcing. This is because the costs incurred in using outsourced labor are cheaper and the outsourced workers have more enthusiasm than permanent workers because they have a target to be appointed as permanent workers if they have good performance. In meeting the needs of workers, in addition to recruiting permanent workers, PT Pos Indonesia (Persero) Sudirman Pekanbaru also fills the vacancies in its human resources with freelancers and through the outsourcing service company PT Pos Indonesia (Persero). also known as a certain time labor (TKKWT) or better known as outsourcing. This is because the costs incurred in using outsourced labor are cheaper and the outsourced workers have more enthusiasm than permanent workers because they have a target to be appointed as permanent workers if they have good performance. In meeting the needs of workers, in addition to recruiting permanent workers, PT Pos Indonesia (Persero) Sudirman Pekanbaru also fills the vacancies in its human

resources with freelancers and through the outsourcing service company PT Pos Indonesia (Persero). also known as a certain time labor (TKKWT) or better known as outsourcing. This is because the costs incurred in using outsourced labor are cheaper and the outsourced workers have more enthusiasm than permanent workers because they have a target to be appointed as permanent workers if they have good performance. In addition to recruiting permanent employees, PT Pos Indonesia (Persero) Sudirman Pekanbaru also fills its HR vacancies with freelancers and through an outsourcing service company, PT Pos Indonesia (Persero), also known as time workers. (TKKWT) or better known as outsourcing. This is because the costs incurred in using outsourced labor are cheaper and the outsourced workers have more enthusiasm than permanent workers because they have a target to be appointed as permanent workers if they have good performance. In addition to recruiting permanent employees, PT Pos Indonesia (Persero) Sudirman Pekanbaru also fills its HR vacancies with freelancers and through an outsourcing service company, PT Pos Indonesia (Persero), also known as time workers. (TKKWT) or better known as outsourcing. This is because the costs incurred in using outsourced labor are cheaper and the outsourced workers have more enthusiasm than permanent workers because they have a target to be appointed as permanent workers if they have good performance.(Iskamto, Karim, et al. 2020; Iskamto, Srimulatsih, and Ansori 2021).

The recruitment of permanent employees of PT Pos Indonesia (Persero) Sudirman Pekanbaru comes from three (3) sources, namely external originating from the general public outside of PT Pos Indonesia (Persero) Sudirman Pekanbaru employees and internal consisting of outsourced workers and the intake renewal program which is an early retirement program for employees. permanent employee and is replaced by the worker's child. Human resource management of PT Pos Indonesia (Persero) Sudirman Pekanbaru is very selective in implementing the recruitment process to get employees who are able to realize the company's goals. There are additional requirements in the form of a minimum education of D3 for functional positions but at the level of implementing a minimum education of high school,Minimum GPA 3.0 on a 4 . scaleand required to have a TOEFL score of 450. In addition, according to research in the field to ensure transparency, in the recruitment process activities of PT Pos Indonesia (Persero) Sudirman Pekanbaru at the Academic Potential Test (TPA) and Psychological Test points use the services of an employee recruitment consultant who is a third party and is carried out using computer and carried out online. PT. Pos Indonesia (Persero) Sudirman Pekanbaru fluctuates and experiences an increase in income every year, but according to research in the field the increase in income occurs due to several increases in tariffs, this is inversely proportional to the amount of production that has decreased, this is also seen in the percentage of income that is only fulfilled 70.1% in 2016 and 54.9% in 2017. Furthermore, the information obtained in the field is that although the recruitment process has been running as it should, it is not in line with the achievement of the desired performance. It is expected that employees who have been obtained after going through the recruitment process can be positioned based on need, but there are indications of graduation rates due to closeness and based on kinship relationships, which are found to be quite large, in addition to mutations carried out in the internal environment with the aim of efficiency to cover vacant positions without considering the burden. Excessive work is often complained of by some employees. This will indirectly hamper existing company policies and regulations, so that in the future it will contribute to the lack of achievement of revenue targets. Based on the background of the problem and the existing data, the researcher is interested in carrying out a research entitled "The Influence of the Recruitment Process on Employee Performance at PT. Pos Indonesia (Persero) Sudirman Pekanbaru.

II. LITERATURE REVIEW

Recruitment

According to Mardianto (2014:8) recruitment is defined as a process to get prospective employees who have the ability to match the qualifications and needs of an organization/company. Recruitment is a series of activities or activities to find job applicants with the motivation, abilities, skills, and knowledge needed to cover the deficiencies identified in human resource planning.

According to Henri Simamora (2014) the recruitment process has several objectives, including:

1. Find quality applicants who will stay with the company at the least cost
2. Post-appointment goals also need to be considered, the recruitment process must produce employees who are good implementers and will remain with the company for a reasonable period of time.
3. Goals that have a spillover effect are that the general image of the organization must rise and even applicants who fail must have a positive impression of the company and its products.

Recruitment indicators

According to Hasibuan (2016: 41) the indicators of the recruitment process variables include:

1. Determination of the basis for withdrawal Must be guided by the job specifications that have been determined to occupy the position.
2. Determination of sources of withdrawal: Internal sources Transferring employees who meet the standards of the vacant position. External sources Employees who fill vacant positions are recruited from labor sources outside the company.
3. Methods - methods of withdrawal (recruitment) Closed method Recruitment is only informed to employees or certain people. Open method Recruitment is widely informed by placing advertisements in print and electronic mass media so that they are widely disseminated to the public.
4. Withdrawal constraints (recruitment) In order for the withdrawal process to be successful, the company needs to be aware of the various constraints that come from the organization, the recall operator and the external environment. The constraints faced by each company are not the same, but generally these constraints include organizational policies, job requirements, methods of withdrawal, labor conditions, company solidarity and the external environment.

Performance

Performance is a result of work produced by an employee is defined to achieve the expected goals. According to Sedarmayanti (2011: 260) reveals that performance is a translation of performance which means the work of a worker, a management process or an organization as a whole, where the results of the work must be shown concrete and measurable evidence (compared to predetermined standards (alfiyah 2019; Iskamto 2020; Iskamto, Yapentra, et al. 2020). Wilson Bangun (2012:231) performance is the result of work achieved by someone based on job requirements.

Employee Performance Appraisal

Performance appraisal is the most important factor in human resource management that aims to observe employee development effectively and efficiently, the employee performance appraisal system is generally known as the SMKI (Individual Performance Management System) is a tool used by every department manager to assess the individual performance of employees under it, individual performance appraisal is very useful for the progress of the company Overall, through this assessment, it can be seen the actual condition of how the employee's performance is (Iskamto, Ghazali, and Aftanorhan 2020).

According to Leon C. Mengginson quoted by AA Anwar Prabu Mangkunegara (2011: 69) performance appraisal is a process used by leaders to determine whether an employee is doing his job in accordance with his duties and responsibilities.

Performance Indicator

According to Robbins in Anwar Prabu Mangkunegara (2011: 75) the dimensions and performance indicators are as follows:

1) Quality

   Quality of work is how well an employee does what he is supposed to do.

2) Quantity

   The quantity of work is how long an employee works in one day. This work quantity can be seen from the work speed of each employee.

3) Responsibility

   Responsibility for work is an awareness of the employee's obligation to carry out the work given by the company.

4) Cooperation

   Employees are able to work together with colleagues in completing tasks assigned by the organization or agency.

5) Initiative

   Employees have the ability to do tasks and have initiative.

Effect of Recruitment Process on Performance

According to Hasibuan (2011), recruitment is a process of withdrawal, selection, placement, orientation and induction to obtain effective and efficient employees to help achieve company goals. The achievement of company goals is of course due to the performance of the employees they have. The purpose of recruitment is to accept as many applicants as possible in accordance with the qualifications of the company's needs from various sources, making it possible to recruit the highest quality candidates from the best. So it is hoped that the prospective employee will be able to complete the tasks and work assigned to him in the most efficient and effective manner possible in order to achieve the goals.

III. RESEARCH METHODS

The population of this research is all employees at PT Pos Indonesia (Persero) Sudirman Pekanbaru in 2020, totaling 175 employees. As for in this study, because the population was above 175 people, the researchers used the slovin formula in order to get a sample that represented the population as a whole to 64 people. The sampling technique in this study is the random sampling technique, namely random sampling, where every population has the opportunity to be sampled.

Data analysis technique

1) Descriptive analysis, namely the data that is compiled is a group in such a way, then tabulated and then connected with theories related to the problems faced by the company to draw generally accepted conclusions (Roni Andespa, 2012:210).

2) Quantitative

   According to Sugiyono (2015:14), is a research method based on the philosophy of positivism, used to examine certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of test

the established hypothesis. The instrument test consists of validity test, reliability test & normality test.

IV. RESULTS AND DISCUSSION

a. Validity test

Validity is the accuracy or accuracy of an instrument in measuring what it wants to measure. Validity testing was carried out using the Bevaraite Pearson method. In the analysis results obtained the correlation value between item scores and the total score, the value was then compared with the r table value sought with a significance of 0.05 with the amount of data (n -2) = 64-2 = 62, then r_table 0.2461. Provisions If r_hitung > r_tabel, then the distributed questionnaire is valid if r_hitung < r_table, then the distributed questionnaire is invalid. The following are the results of the validity test output for each variable in this study (Garson 2016).

a. Recruitment Variable Validity Test

Table 1: Recruitment Variable Validity Test Results

Statement Items	r_count	r_table	Information
Item_1	0.501	0.2461	Valid
Item_2	0.443	0.2461	Valid
Item_3	0.476	0.2461	Valid
Item_4	0.327	0.2461	Valid
Item_5	0.389	0.2461	Valid
Item_6	0.364	0.2461	Valid
Item_7	0.328	0.2461	Valid
Item_8	0.372	0.2461	Valid
Item_9	0.474	0.2461	Valid
Item_10	0.396	0.2461	Valid

From table 1 above, it can be seen that the value of r_count for each statement item in the recruitment variable is greater (>) than the value of r_table (0.2461), so it can be concluded that the data is in accordance with the actual situation or the data is valid. The statement item that has the highest r_count value in the recruitment variable is the statement item in item 1, namelyBasic recruitment at PT. Pos Indonesia (Persero) Sudirman Pekanbaru has been in accordance with the job specifications that have been determined.

b. Employee Performance Variable Validity Test

Table 2 Validity Test Results for Employee Performance Variables

Statement Items	r_count	r_table	Information
Item_1	0.392	0.2461	Valid
Item_2	0.361	0.2461	Valid
Item_3	0.468	0.2461	Valid
Item_4	0.406	0.2461	Valid
Item_5	0.492	0.2461	Valid
Item_6	0.374	0.2461	Valid

Item_7	0.339	0.2461	Valid
Item_8	0.445	0.2461	Valid
Item_9	0.338	0.2461	Valid
Item_10	0.302	0.2461	Valid

From table 2 above, it can be seen that the r_count value for each statement item on the employee performance variable is greater (>) than the r_table value (0.2461), so it can be concluded that the data is in accordance with the actual situation or the data is valid. The statement item that has the highest r_count value on the employee performance variable is the statement item in item 5, namelyI do a good job.

c. Reliability test

Reliability test is used to find out whether the respondents' answers from time to time have the same/consistent answers or not. In this study the method used is the method*Cronbach's Alpha*which requires Cronbach's Alpha value > 0.60 then the data is reliable or trustworthy. Here are the results of the reliability test:

Table 3 Reliability Test

No	Variable	Cronbach's Alpha	Information
1	Recruitment	0.743	Reliable/ consistent
2	Employee performance	0.729	Reliable/ consistent

From table 3 above, it can be explained that the recruitment variable has a value of 0.743> 0.60 and variable employee performance as big as 0.729> 0.60, it can be concluded that all variables in this study are reliable or consistent, meaning that all statements can be trusted.

d. Normality test

This normality test is used to see whether the data distribution is close to the diagonal line or not, if it is far from the diagonal line then the data is not normally distributed. Here are the results of the data normality test.
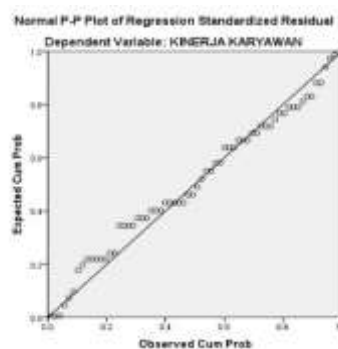

Figure 1: Normality Test

Based on Figure 1 above, it can be explained that the distribution of the data is approaching the diagonal line, it can be concluded that the data is normally distributed.

Simple Linear Regression

Simple linear regression analysis was used to determine the direction of the linear relationship between the independent variables and the dependent variable.

Table 4: Simple Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,100	3.264		4.014	.000
	RECRUITMENT	.667	.083	.714	8023	.000

Based on table 4 the research results obtained simple linear regression equations are as follows: Y = 13,100+0.667X. Based on the simple regression results above, it can be concluded that the direction of the relationship owned by the variablerecruitment on the employee performance variable has a positive relationship direction, that is, if the independent variab le in this case is recruitment improved or improved, then the dependent variable in this case the employee's performance will increase by 0.667 units.

Hypothesis testing

t test

Proof of this hypothesis is done to see the effect of independent variables individually on the dependent variable. Table 4 shows the results of this t-test carried out by comparing t-count or with t-table at 5% significance ($\alpha=0.05$). The value of t_table is obtained as follows: n-2 (row), 1/2 (column) then obtained 64-2= 62 (row) and 1/2 = 0.025 (column, so the value of t_table is 1.998. Based on the output processed by SPSS, the t-count value is8023 while the value of t_table is 1,998, so it can be explained that the value of t_count (8023) > from t_table (1.998), so it can be concluded that there is a significant influence between the recruitment process on employee performance, then H0 is rejected.

Coefficient of Determination

The coefficient of determination shows how much influence the independent variable has on the dependent variable, the value of the coefficient of determination is determined by the value of R square. The following is the result of the coefficient of determination output.

Table 5: Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.714a	.509	.501	4.433

Based on table 5, it can be obtained the value of R_square or the coefficient of determination of 0.509, which means that the influence of the recruitment variable on employee performance is 50.9% while the remaining 49.1% describes other independent variables not observed in this study.

Based on the results of the study that the results of the t_test obtained there is a significant influence between the recruitment Jariable on the employee performance varia ble, then this is in accordance with the research hypothesis, namely there is a significant influence between the recruitment variable on the employee performance variable. The magnitude of the influence of the recruitment variable on employee performance is 50.9%.

Based on the results of previous studies, pThis research is relevant to the research conducted by Primary Vensky (2016) who conducted research on The Effect of Recruitment Process on the Performance of Security Service Employees at PT. Angkasa Pura II Sultan Syarif Kasim II Airport Pekanbaru, The results of this study indicate that Recruitment Process affect the variable Employee performance. In addition, this research is supported by previous research conducted by Firdaus (2014) andElza Sepeteriana (2009).

V. CONCLUSION

Based on the results of the hypothesis, it is concluded that the t-test results obtained that the t-count value is greater than the t-table value, then there is an influence of recruitment variables on employee performance at PT Pos Indonesia (Persero) Sudirman Pekanbaru. Then the Coefficient of Determination Test shows a value of 0.509, meaning that 50.9% percentage of the contribution of the independent variable to the dependent variable of recruitment is employee performance. where the remaining 49.1% is influenced by other variables not included in this study.

References

alfiyah, Nanik. 2019. "The Effect of Compensation, Work Environment and Training on Employees' Performance of Politeknik LP3I Jakarta." *International Journal of Innovative Science and Research Technology* 4(5).

Bangun, Wilson. 2012. "*Manajemen Sumber Daya Manusia*". Jakarta: Erlangga.

Ghozali, Imam. 2013. *Aplikasi Analisis Multivariate dengan Program SPSS*. Edisi Ketujuh. Semarang : Badan Penerbit Universitas Diponegoro

Garson, G. David. 2016. *Validity and Reliability Garson.Pdf*. Statistical Associates Publishing.

Hasibuan, Malayu S.P. 2011. *MANAJEMEN: Dasar, Pengertian, dan Masalah*. Jakarta: PT Bumi Aksara.

Iskamto, Dedi. 2020. "The Role of Leadership and Influence on Employee Performance in Digital Era." *Jurnal Manajemen Bisnis* 17(4):470–84.

Iskamto, Dedi, Puspa Liza Ghazali, and Asyraf Aftanorhan. 2020. "Exploratory Factor Analysis (EFA) To Measure Entrepreneur Satisfaction." P. 9 in *The International Conference on Industrial Engineering and Operations Management*. Detroit, MI, USA.

Iskamto, Dedi, Kurniati Karim, Sukono, and Thalib Bon. 2020. "Impact of Employee Satisfaction on Work Discipline in Government Office in Indonesia." P. 13 in *The International Conference on Industrial Engineering and Operations Management*. Detroit, MI, USA,: IEOM Society International.

Iskamto, Dedi, Mahbubah Srimulatsih, and Putra Budi Ansori. 2021. "Analysis of Relationship between Leadership and Employee Performance at Manufactur Company in Indoenesia." P. 8 in *Proceedings of the 11th Annual International*

Conference on Industrial Engineering and Operations Management. Singapore: IEOM Society International.

Iskamto, Dedi, Aripen Yapentra, Putra Budi Ansori, and Mohamad Jupri. 2020. "Effect of Working Discipline Toward Performance: An Empirical Investigation." in *KnE Social Sciences*. Malang, Indonesia: Knowledge E.

Soekarno, Subiakto, and Sylviana Maya Damayanti. 2012. "Asset Allocation Based Investment Strategy to Improve Profitability and Sustainability of the SMEs." *Procedia Economics and Finance* 4:177–92. doi: 10.1016/S2212-5671(12)00333-4.

Sedarmayanti. 2011. *Manajemen Sumber Daya Manusia, Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil* (cetakan kelima). Bandung : PT Refika Aditama

Simamora, Henry. 2014. *Manajemen Sumber Daya Manusia*, Edisi 2, STIE YKPN. Yogyakarta

Sugiyono. 2015. *Metode Penelitian Pendidikan. Pendekatan Kuantitatif, Kualitatif,dan R&D*. Bandung:Alfabeta.

Syofian, Siregar. 2014. Metode Penelitian Kuantitatif. Jakarta: KENCANA.9