The Effect of Recruitment, Selection and Training Process on Employee Performance

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ABSTRACT

This study aims to determine the importance of the recruitment, selection and training of employees in order to increase employee performance at PT. Budiman Sejahtera Development. This research is a quantitative study using SPSS 23 to process data. The sample collection technique used simple random technique. The sample was 44 people calculated using the Slovin formula. The results showed that the results of the partial test (t test), there were three variables, namely selection, training of employees which had a positive and significant effect on employee performance, while one variable, namely, recruitment, had a negative and significant value productivity, also found that 98.6% of the influence of the independent variables (recruitment, selection and training of employees) on employee performance and the 11.4% is influenced by other variables not examined.

Keywords: Recruitment Process, Selection, Training and Employee Performance

INTRODUCTION

Human Resources (HR) is an important thing that becomes the company's basic capital, therefore the quality of HR must always be developed in order to achieve the goals set by the company. According to Syamsuddinnor (2014), the contribution of human resources in a company can be seen from the production process when the company already has strong finances, fulfilled raw materials, and has the latest technology but there is no good human resources, the production process will not run. Smoothly, so the employee performance will not be reached.

Companies that have quality human resources must start with employee recruitment, selection and training. Recruitment is a process of gathering a number of applicants who have qualifications according to the company's needs, to be employed in the company (Malthis, 2013). After the recruitment process is held, a selection is made to become employees. By definition, the employee

selection system is a process in an effort to decide whether an applicant is accepted or not, starting from an application, interview, medical evaluation, and a decision to accept or not. The selection stage is a very important stage to select and get the best candidates to fill vacant positions. By matching the employee with the job, the employee will be able to do his/her duties well, the attendance rate will be high and the resignation rate will also decrease. The benefits of this selection system are getting employees with competencies in accordance with what is needed to carry out the right job, evaluating prospective workers, and reducing turnover rates. From the selection process, training is then carried out to improve the mastery of various skills and techniques for implementing certain, detailed and routine work which refers to the company's ongoing efforts to improve employee performance. Training that is given regularly will encourage employees to be more involved with their work and work environment, enthusiastic, confident, and have new initiatives in completing work (Handoko, 2013: 104).

The purpose of the training is to improve and develop the knowledge, attitudes, and skills of employees in doing work effectively and efficiently in accordance with the demands of the needs and developments of science and technology. With the training, it is expected that employee performance will increase. Performance is the result of employee work achieved in carrying out their duties in quality and quantity in accordance with the responsibilities given to them (Mangkunegara, 2014). Performance contains elements of achievement standards that must be met. Performance is an indicator to determine the need for training for employees who are in the organization and as a tool to increase employee motivation so that good performance is achieved (Aesah et al., 2022; Arainru, 2022; Dahlan & Nurhayati, 2022; Iskamto, 2019, 2022a, 2022b). The purpose of this study is to determine the impact of the recruitment, selection and training processes on employee performance. To improve employee performance, the company must create a system so that the interests of the company and the needs of employees can be realized easily. PT Budiman Sejahtera Development is a business engaged in building management, Property development and Management administration, namely leasing buildings for offices and office building managers. The demand to become a classy company means that the company also needs competent and qualified workers in their capabilities so that the company feels the need to improve employee performance by providing the best service for consumers to match the company's vision and mission to become a classy company in Indonesia.

LITERATURE REVIEW

Human resource management is a process of dealing with various problems in the scope of employees, employees, laborers, managers and other workers to be able to support the activities of the organization or company in order to achieve predetermined goals. According to Desseler (2015: 3), human resource management is a process for obtaining, training, utilizing, developing, assessing, providing compensation for employees, managing labor relations, health and safety, and matters relating to justice. Hasibuan (2016:21) explains that the function of human resource management includes managerial functions and operational functions. The managerial functions include planning, organizing, directing, and controlling, while the operational functions include procurement, development, compensation, integration, maintenance, discipline, dismissal.

Recruitment

Recruitment is the process of seeking, finding, inviting and assigning a number of people from within and from outside the company as prospective workers with certain characteristics as determined in human resource planning. to occupy a position or job in a company (Rivai, 2014: 118). According to Kasmir (2013: 95), the purpose of recruitment is, first, to obtain a potential source of labor, namely applicants who are in accordance with the expected number and quality. Potential applicants, obtained from universities or colleges whose quality has been recognized, or advertisements in various media that are quite reputable. Second, get a number of qualified applicants who meet the requirements. Third, determine the minimum criteria for prospective applicants, such as GPA, age, work experience, domicile and institutional accreditation. Fourth, meet the selection needs, which means getting many

applicants who have qualifications so that the selection process will be easier because they have many choices.

Recruitment Source

Hanggraeni (2012:82) explains that recruitment planning must be carried out by taking into account the sources of labor, both internal and external. Internal resource recruitment carried out to fill vacancies in the company has the advantage of relatively cheap costs, the company knows precisely prospective employees who have high abilities and potential, prospective employees have high work motivation, prevent good workers from leaving the organization or company due to development. careers are not clear and workers can understand the character, procedures, provisions and habits of the company. The weakness of internal recruitment is that employees who are promoted to higher positions tend not to be able to carry out their authority because they are already very familiar with subordinates. Recruitment from external sources such as friends or family members of employees, cover letters, educational institutions, job placement agencies, advertisements (Adeyemi, 2022; Andriani, 2022; Iskamto et al., 2022; Nurhayana, 2021).

Recruitment Obstacles

The company's obstacles in recruitment are the cost of job advertisements that are too expensive, the quality of applicants does not match the criteria sought, and the best candidates resign. With these obstacles, the company must face obstacles by improving the company's recruitment strategy, attracting the attention of candidates, using a good recruitment system

Recruitment Indicator

According to Hasibuan (2011:41), the recruitment indicator is the recruitment process must be guided by the job specifications that have been determined to occupy the position. Recruitment sources can be obtained from internal sources and external sources, the recruitment method uses 2 (two) methods, namely the closed method, which is recruitment only informed to employees or certain people only and the open method is recruitment that is widely informed by placing advertisements and disseminating to the public.

Selection

Selection is a process to select prospective employees who are in accordance with the requirements or standards that have been set. With the selection of employees after going through the selection process, prospective employees will be obtained who are able to work according to their abilities (Kasmir, 2016: 101). Selection is also an activity to decide whether applicants are accepted or rejected after undergoing a series of tests carried out (Sunyoto, 2012: 108). Selections that can be used (Rivai, 2014) include administrative selection, namely selection in the form of applicant letters to determine whether they are in accordance with the requirements requested by the company, written selection, such as intelligence tests, personality tests, talents, interests and achievements, and unwritten selections. , such as interviews, practice, and health/medical (Iskamto, 2012, 2022a; Katharina & Nurhayati, 2022; Purwaningsih & Rasyid, 2022).

Selection Goal

The purpose of the employee selection process is (Kasmir, 2016:102), to get employees who are honest, have good morals, and good behavior, employees who are willing and able to work, employees who feel they have the company, feel at home, so they try hard to work. and defend the interests of the company, employees with high loyalty and integrity, and employees who are innovative and motivated.

Selection Process

In general, the selection process for prospective new employees, the first stage is the initial interview (preliminary interview) which aims to get applicants according to the requirements determined by the company and test the knowledge of applicants. The second stage is the selection test to assess how well the applicant can perform the tasks related to the job required, adjusted to the position and division. The tests are in the form of ability testing, technical skills testing, general knowledge testing and personality testing. In the test test, there are interest tests (activity preferences test), handwriting test (graphology test), medical test (medical test), psychometric test (psycometric test) and other tests. The third stage, namely the employment interview, is a formal interaction and conversation between the interviewer and applicants who have the potential to be accepted as employees. The fourth stage is background checks and references to verify the information provided by applicants with. call or send an official letter to close friends of the applicant or the applicant's family and the company where the applicant previously worked to ensure the information provided by the applicant is correct and appropriate(Adu & Nawangsari, 2022; Adula & Kant, 2022; Widhiyoga & Wijayati, 2022). The fifth stage is medical evaluation (medical selection) to ensure the applicant has good physical health so as to reduce absenteeism, reduce medical costs and life insurance costs or get employees who meet the physical health requirements for certain jobs. The sixth stage is the selection decision, where the selection decision is based on tests conducted previously. In this process the company will decide whether the applicant is accepted to be an employee or not. The last stage is an appointment letter to appoint applicants who have been selected to become employees by issuing a letter.

Selection Constraints
Triyuliana (2008:226) explains the constraints in selection, namely benchmarks related to the difficulty of determining the standards to be used to measure selection qualifications objectively, selectors related to the difficulty of getting the right selectors, honest and objective assessment, applicants related to difficulties Get honest answers from applicants.

Selection Indicator
Siagian (2018: 31) explains the selection indicator, namely experience because with the experience possessed by prospective employees it will be easier to adapt to the work placed, secondly, a written test to test the information or knowledge possessed by applicants because the knowledge tested must be in accordance with the needs to carry out job, third, interview test where the interview is a formal and in-depth conversation to evaluate the acceptance or not (acceptability) of an applicant.

Job Training
According to Dessler (2013, 51) training is a process of teaching employees about the basic skills needed which aims to make it easier for employees to do work, improve performance, increase knowledge and skills, and change employee attitudes so that they can do work more effectively. According to Rivai & Sagala (2010) the factors that influence training are cost effectiveness, program materials required by learning principles, accuracy and suitability of facilities, abilities and preferences of trainees, abilities and preferences of training instructors, the best training method depends on various factors, objectives training and supportive environment (Iskamto & Ghazali, 2021; Wangi et al., 2022).

According to Veithzal Rivai (2013:231) training benefits employees and companies. Benefits for employees, first, assisting employees in making effective decisions and problem solving, development and achievement, growth of responsibility, and progress can be internalized and implemented. Second, helping and encouraging self-development and self-confidence. Third, helping employees cope with stress, work pressure, frustration and conflict. Fourth, it provides information on increasing leadership knowledge, communication skills and attitudes, and fifth, helps employees approach personal goals while improving interaction skills. Benefits for the company, namely, first, lead to increased profitability or a more positive attitude towards profit orientation. Second, improve work knowledge and skills at all levels of the company. Third, helping employees to know the company's goals. Fourth, helping to create a better corporate image. Fifth, help develop the company. Sixth,

40

improve the relationship between superiors and subordinates. Seventh, assisting the development of promotions from within. Eighth, helping to reduce costs in areas such as production, HR, and administration, and, ninth, helping employees to adapt to changes.

Job Training Objectives
According to Mangkunegara (2011, 132), the implementation of job training aims to increase the appreciation of the soul and ideology, work productivity, quality of work, determination of human resource planning, moral attitudes and work spirit, stimulation so that employees are able to perform optimally, occupational health and safety, employee development, and avoid obsolescence.
Training Indicators
According to Kaswan (2013: 77) the training indicators are identification, motivation, learning environment, application, methods, and results.

Identification aims to collect information to determine training needs, if training is needed, then the company must determine which parts need training, the type of training, materials such as knowledge, skills, and other characteristics (KASOCs). Information is collected by three types of analysis, namely organizational, job, and individual levels. Identification of needs aims to determine the needs that need to be met due to differences in performance (performance discrepancy), which is a difference or gap between the expected performance and the performance that occurs.

Motivation creates enthusiasm and boosts employee morale, improves employee morale and job satisfaction, increases work productivity, maintains loyalty and stability of company employees, increases discipline and minimizes employee absenteeism, makes employee procurement effective, creates a good working atmosphere and relationship, increases creativity and activeness and participation of employees, fostering a sense of responsibility of employees towards their duties and increasing the efficiency of the use of tools and raw materials.

Determining the learning environment is very important to ensure that prospective trainees have the ability and are motivated to participate in the training so that before the participants take part in the training, the initial abilities or abilities they already have to attend the training are identified. For this, it can be done by carrying out initial tests, for example by giving certain jobs to be done by prospective participants.

The appropriate training method depends on the goal. Different training objectives or targets will use of different methods. General principles for training methods regardless of the various methods available, regardless of the form of method chosen, the method must motivate participants, demonstrate skills, be consistent with the training content, participate actively, provide feedback, drive from training results to work, and be effective. in terms of cost.

The final phase is the assessment or outcome. Assessment involves gathering information about participants who are satisfied through the training, participants learn the material, and whether participants are able to apply the skills mastered, the knowledge and skills acquired, and participants can change their behavior and the changes are due to training. Training evaluation aims to ensure that the training that has been carried out can be accounted for and is able to meet the needs of employees. Through evaluation, it can be assessed whether the results of the training will be useful or not in influencing the leaders in making decisions regarding the budgeting of human resource development activities. And also an evaluation is carried out to find out how the reaction of the training program participants.

Employee Performance
Employee performance is the ability, expertise, knowledge, motivation, personality, attitude and work ethic, work environment, and employee-company relations with the hope that employees will be more passionate and have enthusiasm at work. and ultimately can enhance the quality of work, improve employee performance. According to Sedarmayanti (2014: 68) performance is a translation of performance which means employee performance is the work achieved by employees in carrying out

their duties in accordance with overall responsibilities both in quality and quantity in a concrete manner and can be measured in a period, usually 1 year. Performance contains elements of achievement standards that must be met. Factors that affect employee performance are first, individual abilities, such as: talents, interests and personality factors, second, the level of effort devoted, such as: motivation, work ethic, attendance, task design. Third, the organizational support he received, such as: training and development, work environment, equipment and technology, work standards and employee-organizational relations.

The benefits of performance according to Mangkunegara (2011) are as a basis for making decisions that are used for achievements, dismissals and the amount of remuneration, as a basis for evaluating the effectiveness of all activities within the company, as an indicator for determining the need for training for employees within the organization, as basis for evaluating training programs and the effectiveness of work schedules, work methods, organizational structure, supervisory style, working conditions and supervision, as a tool to increase employee motivation so that good performance is achieved, as a determining criterion, selection and placement of employees, as a basis for developing job description, as a tool to be able to see the shortcomings or weaknesses and improve the ability of employees further, and as a tool to improve or develop employee skills.

Employee Performance Indicator

According to Vincent Gaspersz (2013), the purpose of performance measurement is to generate data, which then if the data is analyzed properly it will provide accurate information for the users of the data. Based on the purpose of performance measurement, a performance measurement method must be able to align the company's organizational goals as a whole with the overall organizational goals (goal congruence). Employee performance can be measured through 5 (five) indicators, namely, the first is the quantity of work that shows the number of jobs produced by employees which becomes the standard of work. Second, the quality of work, the work completed by employees must meet certain requirements and standards set by the company. Third, timeliness, namely the work must be completed on time, because it has dependence on other work. Fourth, attendance where certain types of work require the presence of employees to work according to the specified time. Fifth, cooperation, namely the need to complete work by 2 (two) or more employees.

RESEARCH METHODS

The data used in this study include primary data and secondary data with research methods, namely library research and field research. The data collection method used a questionnaire method with the nature of the questions asked to the respondents were closed, meaning that each question was determined in advance and respondents were not given the opportunity to give other answers or see other people's answers. In this study a population of 50 people, with a sample of 44 respondents. The research variable used in this study is the independent variable, namely variable X, in this study there are three variables X, namely X1: Recruitment, X2: Selection, and X3: Training and the dependent variable Y is employee performance.

To measure this variable, the Likert method is used which is an ordinal scale, which is a scale that allows respondents to use the lowest level (1) to the highest (5). Through this measurement, the researcher can divide the respondents into ranking order on the basis of their attitude towards a particular object. With a Likert scale, the measured variables are translated into variable indicators. Each statement is given a score of one to five, namely Strongly Agree (SS), Agree (S), Doubtful (RR), Disagree (TS), Strongly Disagree (STS) (Sugiyono, 2012: 134).

RESULTS AND DISCUSSION

The questionnaire was given to 44 samples who are employees of PT Budiman Sejahtera Development which is a Limited Liability Company established in Jakarta on August 10, 1989, with Notarial Deed. C2-1154.HT.01.01 1989, made by Raden Subidio Djojopranoto SH and has received approval from the Minister of Justice of the Republic of Indonesia.
Characteristics of Respondents

Table 1 : Classification of Respondents Based on Gender

Gender	Frequency	%
Men	16	36
Women	28	64
Total	44	100

Source : Processed Data 2022

Based on the gender of the respondents, there were 28 women or 64%, and 16 men or 36%. This shows that the respondents are dominated by women.

Table 2 : Classification of Respondents Based on Age

Age	Frequency	%
< 18 - 28 th	29	66
29 - 39 th	8	18
> 40 th	7	16
Total	44	100

Source : Processed Data 2022

Employee respondents aged < 18 - 28 years are 29 people with a percentage of 66%, aged 29 - 39 years are 8 people with a percentage of 18%, the remaining age > 40 years are 7 people with a percentage of 16% of all respondents, so it can be said that Most respondents are in the age range of 18-28 years.

Table 3 : Classification of Respondents Based on Education

Education	Frequency	%
SMA	20	44
D3	7	16
S1	15	37
S2	2	3
Total	44	100

Source : Processed Data 2022

Most of the respondents are high school graduates with a percentage of 44% with a total of 20 people. 37% are undergraduate graduates with 15 employees. 16% are D3 graduates with 7 employees, while S2 graduates are 2 with a percentage of 3%. This shows that most of the respondents have high school education, namely 20 people.

Table 4 : Classification of Respondents Based on Length of Work

Period of Work	Frequency	%
1-10 years	35	78
11-20 years	4	10
>20 years	5	12
Total	44	100

Source : Processed Data 2022

Respondents who worked for 1-10 years are 78% with a total of 35 people, whereas respondents who worked for 11-20 years were 10% with a total of 4 people, the last is respondents who worked more than 20 years were 12% or 5 people. This shows that most of respondents are working for 1-10 years as many as 35 people.

Test Validity And Reliability

Table 5 : Validity Test

Question	R Value				R Tabel=0,005	Information
	Recruitmen	Selection	Training	Performance		
1	0,622	0,400	0,419	0,310	0,2973	Valid
2	0,689	0,434	0,420	0,341	0,2973	Valid
3	0,651	0,530	0,536	0,518	0,2973	Valid

4	0,657	0,470	0,445	0,492	0,2973	Valid
5	0,794	0,366	0,356	0,392	0,2973	Valid
6	0,749	0,374	0,370	0,421	0,2973	Valid
7	0,636	0,762	0,420	0,337	0,2973	Valid
8	0,710	0,578	0,429	0,384	0,2973	Valid
9	0,475	0,334	0,345	0,320	0,2973	Valid
10	0,432	0,446	0,345	0,337	0,2973	Valid

Source : Processed Data 2022

Validity test is to measure the extent to which a statement in the questionnaire is used to measure the indicators and variables studied in this study. The value of r table for 5% alpha significance with degree of frendom (df) = n The results of statistical calculations using SPSS 23, for a sample test of n = 44 as follows: df = n-2 (df = 44-2) then the r table is 0.2973. Based on the results of the validity test of the four variables, namely the process of recruitment, selection, training and employee performance, the test results are valid because the values of the correlation (Corrected Item Total Correction) are above r table.

Table 6 : Reliability Test

Variabel	Cronbach's Alpha	Information
Recruitmen	0,715	Reliabel
Selection	0,730	Reliabel
Training	0,731	Reliabel
Employee Performance	0,725	Reliabel

Source :
Processed Data 2022

Reliability test to measure the questionnaire which is an indicator of the variable. A questionnaire is said to be reliable if a person's answer to a question is consistent or stable. Reliability testing in this study is to use the coefficient alpha or croanbach alpha that is equal to 0.6. If the value of Croanbach's alpha is more than 0.6 then it is considered reliable. Based on reliability testing using SPSS 23, it shows that the variables of the recruitment process, selection, training and employee performance are reliable because the Croanbach alpha value of the four variables is greater than 0.6.

Classic Assumption Test
Normality test

The normality test can be seen by calculating the Kolmogorov-Smirnov significance value with the error rate applied by the researcher. The researcher here uses an error rate of 5% or 0.05 and pays attention to the points on the normal P-Plot of regression standardized residuals from the dependent variable.

Table 7 : Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		44
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	1,38951407
Most Extreme Differences	Absolute	,167
	Positive	,167
	Negative	-,147
Test Statistic		,167
Asymp. Sig. (2-tailed)		,006[c]

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

The table above shows that the significance value of Kolmogorov Smirnov is more than 0.05.
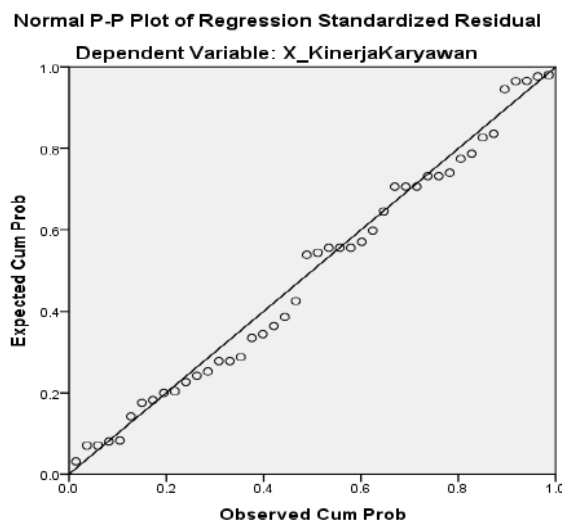
Picture 1 : Normality Test Results

The picture above explains that all data are normally distributed, the distribution of data is around the diagonal and follows the direction of the diagonal line, so the regression model meets the normality assumption so that it meets the requirements of the normality test.

Multicollinearity Test

Multicollinearity test to determine whether the regression model found a correlation of independent variables, namely the process of recruitment, selection and training. The multicollinearity test was carried out by looking at (1) the tolerance value and (2) the Variance Inflation Factor (VIF). If the tolerance value is > 0.1 and the VIP value is < 10, then there is no multicollinearity in the regression equation.

Table 8 : Multicollinearity Test Results

Coefficients[a]

| Model		ed Coefficients		d Coefficients	t	Sig.	Collinearity Statistics	
		B	Std.Error	Beta			Tolerence	VIF
1	(Constant)	1,196	1,138		1,051	,300		
	Recruitment	-,012	,020	-0,12	-,626	,535	,982	1,019
	Selection	,310	,074	,318	4,204	,000	,066	1,516
	Training	,672	,074	,682	9,026	,000	,066	1,525

a.   Dependent Variable : Employee Performance
Source : The data processed using spss23

The table above shows that the tolerance value of each independent variable, namely the recruitment process (X1) = 0.982, selection (X2) = 0.66 and training (X3) = 0.66. From the output above, it is also known that the value of the variance inflation factor (VIF) of each independent variable, namely the recruitment process (X1) = 1.019, selection (X2) = 1.516, and training (X3) = 1.525. The three independent variables have a tolerance value > 0.1 and a VIF value < 10, so it can be concluded that there is no multicollinearity between the independent variables.

Heteroscedasticity Test

Heteroscedasticity test is to test whether in a regression model there is an inequality of variance from the residuals from one observation to another. If the variance of the residuals from one observation to another observation remains, it is called homoscedasticity and if it is different it is called heteroscedasticity.
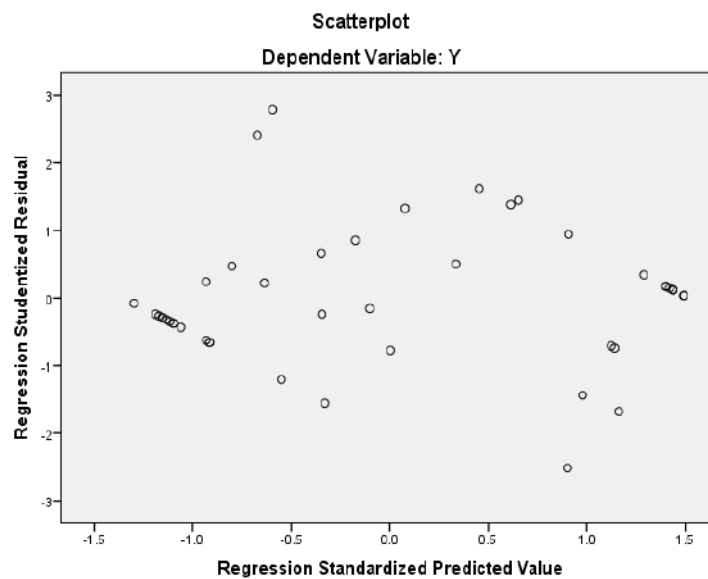
Picture 2 : Heteroscedasticity Test Results

The picture above shows points that spread randomly, do not form a certain clear pattern, and are spread both above and below the number 0 (zero) on the Y axis. This means that there is no heteroscedasticity in the regression model, so the regression model is feasible. used to predict Y.

Autocorrelation Test

Autocorrelation test to test whether in a linear regression model there is a correlation between the confounding error in period t and the confounding error in period t-1 (previous). Autocorrelation arises because of the residual in one other observation in the regression model.

Table 9 : Autocorrelation Test Results

Runs Test

	Unstandardized Residual
Test Value[a]	,02006
Cases < Test Value	21
Cases >= Test Value	23
Total Cases	44
Number of Runs	24
Z	,167
Asymp. Sig. (2-tailed)	,868

a. Median

- If Asymp Value. Sig. (2-tailed) > 0.05, then the conclusion is that there are no symptoms of autocorrelation
- If Nila Asymp. Sig (2-tailed) < 0.05, then the conclusion is that there are symptoms of autocorrelation.

In this Runs Test test the Asym value. Sig (2-tailed) is 0.868 greater than 0.05, so it can be concluded that there is no autocorrelation symptom.

Multiple Linear Regression Analysis

Multiple linear regression analysis was used to prove the hypothesis regarding the influence of the recruitment process (X_1), selection (X_2), and training (X_3) partially or jointly on employee performance (Y).

Table 10 : Multiple Linear Regression Analysis Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,113	1,123		,991	,327
	Recruitment	,020	,019	020	-1,062	,295
	Selection	,377	,079	,374	4,754	,000

Training	,614	,078	,623	7,926	,000

a. Dependent Variable: Employee Performance

Source: Data retrieved from SPSS 23

$$Y = 1.113 + 0.020X1 + 0.377X2 + 0.614X3$$

Y = Employee Performance; X_1 = Recruitment; X_2 = Selection; X_3 =Training

Information :

1. If recruitment (X_1), selection (X_2) and training (X_3) are equal to 0, then employee performance (Y) is equal to the constant 1.113.
2. If recruitment is assumed to increase by one unit, then employee performance will increase by 0.020.
3. If the selection is assumed to increase by one unit, then the employee's performance will increase by 0.377.
4. If training is assumed to increase by one unit, then employee performance will increase by 0.614.

Correlation Coefficient (r)

Analysis of the correlation coefficient to determine the level of relationship between the independent variable and the dependent variable, can be seen in the following table:

Table 11 : Correlation Coefficient Results (r)

Correlations

		Rekrutmen	Seleksi	Pelatihan	Kinerja Karyawan
Rekrutmen	Pearson Correlation	1	,106	,093	,117
	Sig. (2-tailed)		,494	,549	,448
	N	44	44	44	44
Seleksi	Pearson Correlation	-,106	1	,972[**]	,982[**]
	Sig. (2-tailed)	,494		,000	,000
	N	44	44	44	44
Pelatihan	Pearson Correlation	-,093	,972[**]	1	,989[**]
	Sig. (2-tailed)	,549	,000		,000
	N	44	44	44	44
Kinerja Karyawan	Pearson Correlation	-,117	,982[**]	,989[**]	1
	Sig. (2-tailed)	,448	,000	,000	
	N	44	44	44	44

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

Source: Data retrieved from SPSS 23

Based on the table above, it can be concluded:

1. Based on the correlation coefficient of the relationship between the recruitment process (X_1) and employee performance (Y), the result is 0.117, so it can be concluded that there is a weak relationship between the recruitment process and employee performance, meaning that there is less increasing influence of the recruitment process on employee performance.
2. Based on the correlation coefficient of the relationship between selection (X_2) and employee performance (Y), the result is 0.982 so it can be concluded that there is a positive and strong relationship, meaning that the increasing influence of selection will affect employee performance.
3. Based on the correlation coefficient of the relationship between training (X_3) and employee performance (Y) the result is 0.989 so it can be concluded that there is a positive and strong relationship, meaning that the increasing influence of training, will increasingly affect employee performance.
4. The sig value on the recruitment (X_1) and training (X_2) variables does not meet the requirements, meaning that the X_1 and X_2 variables have no significant effect on the Y variable.

Coefficient of Determination (R2)

The coefficient of determination (R2) measures how far the model's ability to explain variations in the dependent variable is. The value of the coefficient of determination is between zero and one. The small value of R2 means that the ability of the independent variables in explaining the dependent variable is very limited. A value close to 1 (one) means that the independent variables provide almost all the information needed to predict the variation of the dependent variable.

Table 12 : Coefficient of Determination Results Table (R2).

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,993[a]	,986	,985	,169

a. Predictors: (Constant), pelatihan, Rekrutmen, seleksi
b. Dependent Variable: Kinerja Karyawan
Sumber: Data dioleh dari SPSS 23

Based on the table above, it is explained that Adjusted R2 or the coefficient of determination is 0.985 or 98.5%, meaning that 98.5% of employee performance is influenced by the three independent variables (recruitment, selection and training processes), while the remaining 1.5% is influenced by other factors outside the study.

Hypothesis testing

t test

The t-test aims to determine whether the individual variable has a significant influence on the dependent variable. The criteria used in the t-test in this study are as follows: confidence level = 95% (α = 5%), degrees of freedom (df) = n - k = 44-3 = 41, obtained t table = 2.019.

Table 13 : t test results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,113	1,123		,991	,327
	Recruttment	-,020	,019	,020	1,062	,295
	Selection	,377	,079	,374	4,754	,000
	Training	,614	,078	,623	7,926	,000

a. Dependent Variable: kinerja
Source: Data processed from SPSS 23

Based on the table above, it can be concluded that:

1. The influence of the recruitment process (X1) on employee performance (Y), the recruitment variable has a t count value of 1.062 < t table 2.019 and a significant level of 0.295 > 0.05. Thus Ha1 is rejected and Ho1 is accepted, meaning that there is no partial significant effect between recruitment variables on employee performance.
2. The effect of selection (X2) on employee performance (Y), the selection variable has a tcount value of 4.754 > t table 2.019 and a significant level of 0.000 <0.05. Thus Ha2 is accepted and Ho2 is rejected, meaning that there is a partially significant effect between the training variables on employee performance.
3.
4. The effect of training (X3) on employee performance (Y), the training variable has a t-count value of 7.926 > t table 2.019 and a significant level of 0.000 <0.05. Thus Ha3 is accepted and Ho3 is rejected, meaning that there is a partially significant effect between the training variables on employee performance.

F test

The joint hypothesis testing was carried out using the F test, carried out to test the significant relationship between the independent variables and the dependent variable as a whole. F table is determined using degrees of freedom in two ways, namely: df1 = K - 1 = 3-1 = 2 and df2 = n – k = 44 – 3 = 41 then seen from table F column 2 row 41 and the results is 3.23. The calculated F value can be seen in the following table:

Table 14 : F Test Results

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	82,033	3	27,344	95,182	,000[b]
	Residual	1,149	40	,029		

Total	83,182	43			

a. Dependent Variable: kinerja
b. Predictors: (Constant), pelatihan, Rekrutmen, seleksi

The table above shows that the simultaneous test (F test) for all variables shows that: the calculated F value is 95,182 with a significant level of 0.000 while the F table is 3.23. Thus F count 95.182 > F table 3.23 and significance 0.000 <0.05. Thus Ha is accepted and Ho is rejected. This means that the hypothesis that the variables of the recruitment, selection and training processes simultaneously have a significant influence on employee performance.

CONCLUSION

Based on the results of testing and statistical analysis of research data entitled the influence of the recruitment, selection and training process on employee performance at PT Budiman Prosperous Development, the conclusions that can be drawn from this study are as follows:

1. There is no effect of the recruitment process (X1) on employee performance (Y) at PT Budiman Prosperous Development, because the recruitment variable has a t count value of 1.062 < t table 2.019 and a significant level of 0.295 > 0.05.
2. There is a partial effect of selection (X2) on employee performance (Y) at PT Budiman Prosperous Development, because the selection variable has a t-count value of 4.754 > t table 2.019 and a significant level of 0.000 <0.05.
3. There is a partial effect of training (X3) on employee performance (Y) at PT Budiman Prosperous Development, because the training variable has a t-count value of 7.926 > t table 2.019 and a significant level of 0.000 <0.05.

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