

THE RELATIONSHIP OF RECRUITMENT AND CAREER DEVELOPMENT ON EMPLOYEES COMPETENCY AND PERFORMANCE IN SOME SHARIA BANK IN ACEH

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Abstract

The recruitment process and career development system have a significant relationship to improve competence and improve employee performance. This study is useful for analyzing how much influence recruitment and career development has on employee competence and performance. The object of study is at some Sharia Bank in Aceh. The sample in this study were 160 respondents. Meanwhile, the data were analyzed using the AMOS Structural Equation Modeling Program. The findings of the data analysis show that recruitment and career development have a positive and significant effect on employee competence and performance. Competence can partially mediate the relationship between recruitment and career development to improve employee performance. Findings The results of the study recommend improving the quality of the recruitment process and procedures to get employees who have knowledge, skills, and improve a transformative career development system so that the Bank's performance is healthier and develops a syar'i competency pattern so that it is able to renew its performance through collaboration with the recruitment team. career development team and competency assessment team, to find syar'i banking human resources.

Keywords: *Recruitment, Career Development, Competence, Employee Performance*

Quality and competence human resources in Sharia Banking (Tricahyani, 2018; Tho'in, 2016), must be managed in a management process, which begins through a recruitment process and competency tests that are oriented towards contributing to various training programs for Sharia Banking system skills and insights, knowledge of employees in an organization processes to improve employee performance, so that human capital can affect performance improvements (Muafi, et.al., 2017; Mulato, 2018).

Recruitment is a process of searching and engaging prospective employees, who are able to apply as prospective employees (Rozalinda, 2015). Recruitment is always carried out every year according to the needs of the organization. But sometimes in the recruitment of prospective employees who are recruited not based on skills, and the recruitment assessment is not based on the results of the recruitment, but rather follows the tastes and decisions of the Bank's leaders. In fact, recruitment is a process of obtaining human resources through a process of selection,

placement and orientation of quality employees to occupy a position or job in a company (Mangkunegara., 2011).

Furthermore, employee competency improvement can be selected from their strengths and expertise, so that performance improvements can be completed according to the target (Callista, 2016; Aima, et.al., 2017). There is also the nature of work by employees that cannot be completely completed properly, which requires certain competencies, which is the ability to carry out work or tasks that are based on knowledge, skills and supported by the work attitude demanded by the job (Amelia & Hendra, 2019; Wibowo, 2012).

Competencies with certain knowledge and skills are relatively easy to develop by organizing training programs to increase the level of human resource capabilities (Tho'in, 2016). Meanwhile, the formation of an employee's personality requires an intensive approach and handling efforts, by selecting personality characteristics in the recruitment process (Irawadi, 2017). The use of competence as the basis for various aspects of human resources as an organizational asset, now and in the future, is increasingly becoming an important trend and strategy in realizing an organizational health.

The career development of a bank can be started from the individual employee himself (Siahaan, et.al., 2016). Every employee must accept their responsibility to develop their career or their career advancement is hampered. Career development is very helpful in the success of an organization (Lakshmi & Sumaryono, 2019), organizational success is a symbol of employee success, on the other hand, employee success also reflects the success of an organization.

There is a need in the management of recruitment, career development, competence and employee performance at a Sharia Bank in Aceh, because the Bank is a bank owned by the Aceh government or the Acehnese people and belongs to the central government, whose existence must be sustainable, and the entire business activities include fundraising activities, activities for channeling funds, and banking service activities, with management arranged based on the delegation of duties and authorities as regulated by the central management of Sharia Banks in Aceh (Law of the Republic of Indonesia, No. 21 2008 concerning Sharia Banking, 2008; Baehaqi, 2015).

Recruitment

Recruitment is a process of obtaining and withdrawing a number of qualified human resources to occupy a position or the process of determining which positions to be filled, and how to fill them in a job in an organization (Rivai, 2009; Hasibuan, 2014; Dessler, 2013). For every recruitment, there is no conceptual framework and recruitment system that is right according to the needs of employees (Wildan et al., 2020). Analyzing the recruitment process, using indicators developed by (Yullyanti, 2009) in his research are organizational policies; recruitment planning; recruitment method; procedure; execution time; recruitment resources, and recruitment constraints. Other recruitment indicators according to research (Kumar & Singh, 2017) are recruitment sources; recruitment media; time and cost. Meanwhile, Hasibuan (2014), recruitment indicators, namely the basis of recruitment; source of recruitment; recruitment method.

Career Development

Career development is an activity of a person that contributes to exploration, strengthening, and success towards increasing the level of responsibility, status, power, and rewards in all work done during the current working period and experiences throughout working life (Bernardin & Russell, 2013; Sedarmayanti, 2017; Dessler, 2013). To realize this research, several indicators are needed to analyze career development, which was developed by (Akkermans et al., 2017), namely the choice of work assignments; self-development options; allocation of human resources; assessment and evaluation; training and development. Meanwhile (Putra, et.al., 2017), suggested that career development indicators are individual career development; career development supported by the human resources department; the role of feedback on performance. Furthermore, according to Handoko, (2008), several indicators of career development are job performance; exposure; organizational loyalty; mentors and sponsors; opportunity to grow.

Competence

Competence is a number of characteristics that underlie individuals to achieve superior performance, where an ability to do a job which is based on skills, knowledge and ethics related to work and is supported by the thoughts, work attitudes and behaviors demanded by the job (Rivai, 2009; Wibowo, 2014; Spencer & Spencer, 1993)). To analyze competence in an organization, several indicators of previous research results are needed. (Shermon, 2004), suggests competency indicators, namely knowledge; expertise; characteristics; image (social role); individual view (self-image); motive. Furthermore (Kurniawan, et.al., 2018), in his empirical session, he argues that competency indicators include encouragement to excel; honest nature; attitude of responsibility; knowledge in the field of work; and skills. The results of other empirical research findings (Francis-Smythe, et.al, 2013) indicate that the indicators used include knowledge, skills, attitudes and networks.

Employee Performance

Performance is about what is done and how to do it as work performance according to its role and recording the results obtained from certain job functions or activities during a certain period within an organization (Wibowo, 2014; Rivai, 2009; Bernardin & Russell, 2013). In analyzing employee performance, performance indicators are needed which are the results of empirical studies. The empirical study presented by (Looy & Shafagatova, 2016) states several criteria, including quality; punctuality; effectiveness; independence; work commitment. Meanwhile (Bernardin & Russell, 2013), explains six indicators to measure performance, namely quality; quantity; timeliness; cost-effectiveness; need for supervision; interpersonal impact. According to (Mangkunegara, 2011), stating that performance can be measured by several indicators, namely quality; quantity and timeliness.

Conceptual Framework and Hypothesis

Based on the background of the problem and literature review, the conceptual framework in this study will further explain the relationship between the independent variables, namely

recruitment, career development, and competence with performance as the dependent variable as follows:

Recruitment of employees in each organization is an activity to find prospective employees to fill job vacancies, certain positions that aim to improve performance. The research findings presented by (Adeola & Adebisi, 2017; Al-Khasawneh, et.al., 2018; Ayugi, et.al., 2018), found that there is a positive and significant relationship between employee recruitment and employee performance improvement in a banking organization.

The career development of an employee has a positive and significant relationship with employee performance improvement. The results of the research findings (Nareswari, et.al., 2015; Charity, 2015; Nasution, et.al., 2018) show that career development is proven to have an influence on employee performance, by providing career opportunities for potential employees to always improve their capabilities, so as to create very satisfying work results and achieve optimal performance in the banking organization.

Employee recruitment has a relationship with competence. The results of the research findings put forward by (Adefe, et.al., 2019; Zaharie et al., 2014), show that there is a positive and significant relationship regarding the implementation of recruitment which affects the development of employee competencies.

The career development of an employee is positively related to increasing employee competence. This is in line with the research findings put forward by (Akkermans, et.al., 2013; Beheshtifar, 2011; Francis, et.al., 2013) which states that there is a positive and significant relationship between career development and employee competency improvement.

Employee competence has a positive relationship with employee performance. This is based on research findings from (Mukhtar, 2018; Kurniawan, et.al, 2018; June & Rosli, 2011), suggesting that competence has a positive and significant effect on improving the performance of banking employees.

There is a positive relationship between recruitment and performance which is influenced by increased competence. The results of the research findings (Soelton, 2018; Sayekti & Kartika, 2016; Oriarewo, et.al., 2014; Alsabbah & Ibrahim, 2014), state that competence has a significant and positive effect on direct and indirect relationships (mediation) with the recruitment process and employee performance improvement.

There is a positive relationship between career development and employee performance improvement which is influenced by increased competence. This is in line with the research findings put forward by (Siahaan, et.al., 2016; Lubis & Hadian, 2017; Distyawaty, 2017), suggesting that the process of increasing employee competence has a positive and significant relationship, both direct and indirect. (mediation) on career development and improving employee performance.

Based on a theoretical review, conceptual framework, it can describe the relationship between recruitment, career development, competence and performance as follows:

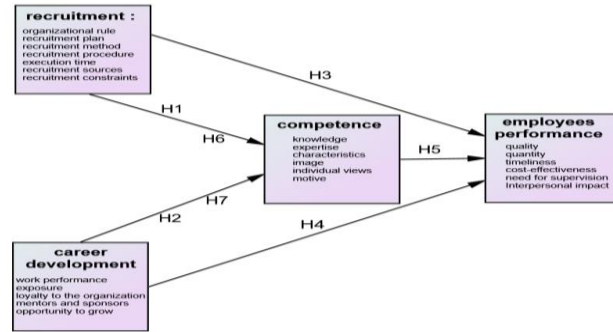


Figure : 1. Conceptual Framework

Research Hypothesis

The research hypothesis is a temporary answer to the research problem which the validity still should be tested empirically. These research hypothesis are as follows:

1. Recruitment (H1), career development (H2) positively and significantly influence competence;
2. Recruitment (H3) and career development (H4) positively and significantly influence employees performance;
3. Competence (H5), positively and significantly employees performance;
4. Competence can mediate the influence between recruitment (H6) and career development (H7) on employee performance.

METHOD

The total population in this study were 160 respondents to the employees of Sharia Banks in Aceh who were selected in four branches, namely the Sharia Bank in Aceh Lhokseumawe Merdeka , Sharia Bank in Aceh Lhokseumawe Samudera, Sharia Bank in Aceh Bireuen, and Sharia Bank in Aceh Langsa. The sample selection technique was purposive sampling (Sugiyono, 2015). The model used for hypothesis testing is structural equation modeling (Hair et al., 2012; Kline, 2015), to state the causality relationship between various variables, with the following formula:

$$KT = b1RK + b2PK + Z1 \dots\dots\dots (1)$$

$$KP = b1RK + b2PK + b3KT + Z2 \dots\dots\dots (2)$$

Information: RK = Recruitment; PK = Career Development; KT = Competence; KP = Employee Performance ;b1-b3 = Coefficient of Estimation; two equations: Z1-Z2; e = error term.

DISCUSSION

To test the extent to which the basic model formed in this study meets the criteria of goodness of fit testing the full model structural equation modeling, which can describe the research phenomenon, the picture below is presented:

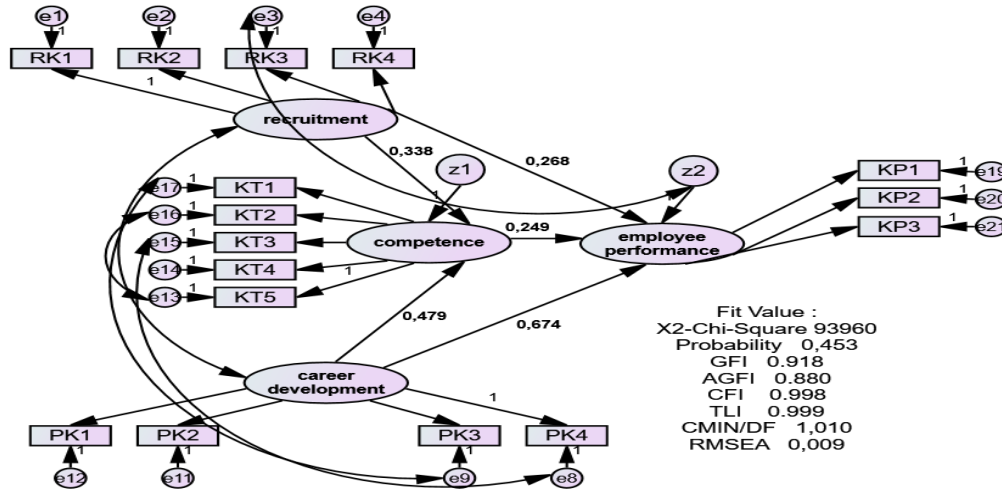


Figure : 2. Full Model Research Structural Equation Modeling

Furthermore, through the results of SEM calculations to see how much influence exogenous variables (recruitment, career development) have on endogenous variables (competence and performance) can be shown in table 1 below:

Table: 1 Relationship between Exogenous Variables and Endogenous Variables

Variable endogenous	Variable exsogenous	Standardized Estimate	P
Compentence <-->	Recruitment	,338	,001
Compentence <-->	Career Development	,479	***
Performance <-->	Recruitment	,268	,004
Performance <-->	Career Development	,674	***
Performance <-->	Compentence	,249	,016

While testing the indirect relationship (mediation) hypothesis with the SobelTest procedure, which was developed by (Sobel, 1982; Hair et al., 2010; Hayes, 2018) can be explained in the following figure:

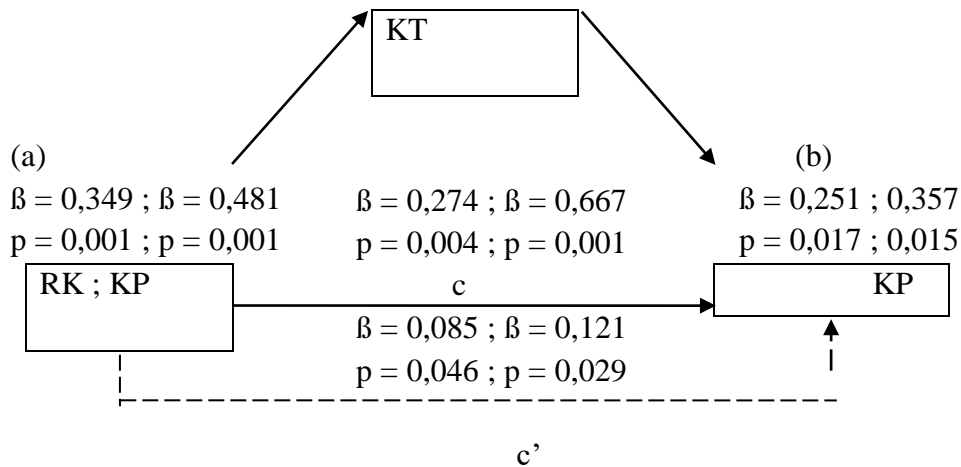


Figure 3: Competency mediation between Recruitments, Career Development and Employee Performance

Based on table 1, figure 2; and Figure 3 above, it can be explained the direct effect and indirect effect of exogenous variables on endogenous variables.

Relationship of Recruitment on Competence

The results of data analysis through the amos structural equation modeling program prove that the estimated value produced by the model is 0.338, with a probability value of 0.001 (<0.05) so that it can be said that recruitment has a significant and positive effect on employee competence, which means that the better the recruitment process, the better increasing employee competence at Sharia Bank in Aceh. The results of this study are in line with the research findings (Arifin et al., 2020), and the research developed by (Ali et al., 2016; Ali, 2018), which states that the findings require a systematic, planned and methodical recruitment process, standard procedures to get skilled and competent employees who have knowledge, skills, and adherence.

Relationship of Career Development on Competence

The results of data analysis through the amos structural equation modeling program prove that the estimated value produced by the model is 0.479, with a probability value of 0.000 (<0.05) so that it can be argued that career development has a significant and positive effect on increasing employee competence, which means the better the pattern and in the stages of employee career development, the competence of employees at Sharia banking in Aceh will increase. The research findings are in line with the findings of previous research put forward by (Siahaan et al., 2016; Adam et al., 2020), which states that employee career development by opening career growth opportunities and developing certain career systems affects the competency level more increasing. The results of this study are also supported by the research findings presented by (Moovala, 2016).

Relationship of Recruitment on Performance

The results of SEM data analysis through the Amos program prove that the estimated value generated by the model is 0.268 with a probability value of 0.004 (<0.05), so it can be stated that recruitment has a significant positive effect on employee performance, which means that the better the recruitment process, the higher the performance employees at a Sharia Bank in Aceh. The results of this study are in line with the findings of research developed by (Hadjri et al., 2019), which states that a recruitment process with standard methods and procedures will further influence changes to significantly improve employee performance, as stated by (Setiawan et al., 2020; Rahmany, 2018).

Relationship of Career Development on Employee Performance

The results of SEM data analysis through the Amos program prove that the estimated value generated by the model is 0.674 with a probability value of 0.000 (<0.05) so that it can be said that career development has a significant and positive effect on employee performance, which means that there is a wider opportunity for career growth and a better system career development that is applied will further improve the performance of employees at Sharia Banks in Aceh, as stated by (Manggis et al., 2018). The results of this study were confirmed by (Katharina & Dewi Kartika, 2020; Novitayanti et al., 2020).

Relationship of Competence on Employee Performance

The results of the analysis prove that the estimated value generated by the model is 0.249 with a probability value of 0.016 (<0.05) so that it can be stated that competence has a significant and positive effect on employee performance, which means that the better the employee competency, the better the employee performance at Sharia Banks in Aceh, as stated by (Hamzah et al., 2019), and is supported by the results of research presented by (Tarigan & Setiawan, 2005; Rijanti et al., 2017), which states that the application of the competency method is mainly tied to assessment of knowledge, skills, and adherence, actually can affect the increase in employee performance.

Relationship of Competency Mediation, Recruitment and Employee Performance

The result of Sobel's calculation, the competency mediation test of the relationship between recruitment and employee performance is: significant that path a consists of the relationship between recruitment and competence, and a significance value of 0.001 is obtained. Significance path b, namely competence and employee performance with a significance value of 0.017. The path c significance is recruitment and employee performance with a significance value of 0.004. Path signification c' is recruitment and employee performance through competence with a significance value of 0.046. The four significance values <0.05 , which means significant. So this mediation is called Partial Mediation, so it can be stated that the competence to partially mediates the effect of recruitment on employee performance at Sharia Banks in Aceh. The results of this study are in line with the research developed by Arifin et al., 2020; Hamzah et al., 2019; Rijanti et al., 2017), stated that the competence of having knowledge, skills, and adherence can improve the recruitment process and improve employee performance.

Relationship of Competency Mediation, Career Development and Employee Performance.

The results of the Sobel calculation, the competency mediation test of the relationship between career development and employee performance is: the significance of path a consists of the relationship between career development and competence, and a significance value of 0.001 is obtained. Significance path b, namely competence and employee performance with a significance value of 0.015. Significance path c, namely career development and employee performance with a significance value of 0.001. Path significance c' is career development and employee performance through competence with a significance value of 0.029. The four significance values <0.05 , which means significant. So this mediation is called partial mediation, so it can be stated that competence can partially mediate the effect of career development and employee performance at Sharia Banks in Aceh. This research is in line with the findings put forward by (Adam et al., 2020; Ali et al., 2016; Moovala, 2016), which can be stated that if competence has knowledge, skills, and adherence, it may improve career development and improvement performance.

CONCLUSION

Base on the research result and the discussion of the relationship of recruitment, career development, competence and employees performance to some Bank Sharia in Aceh headquarter employee's performance either individually or simultaneously, it could be concluded that: Recruitment has a significant and positive effect on the employees performance of Sharia Bank in Aceh; Career development has a significant and positive effect on the employees performance of Sharia Bank in Aceh; Competence has a significant and positive effect on the employees performance of Sharia Bank in Aceh; Recruitment has a significant and positive effect on the competence of employees of Sharia Banks in Aceh; Career development has a significant and positive effect on the competence of employees of Sharia Banks in Aceh; Competence to mediate significantly and positively the relationship between recruitment and the employees performance of Sharia Bank in Aceh. This mediation is called partial mediation; Competence to mediate in a significant and positive relationship between career development and the employees performance of Sharia Bank in Aceh. This mediation is called partial mediation.

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