

Analysis Of The Influence Of Recruitment, Selection And Training On Employees Performance Of PT. Scentium Flavour In Indonesia

Silawati Wijayaguna¹⁾, Diana Silaswara²⁾

¹²Universitas Buddhi Dharma

Email : swijayaguna@gmail.com, diana.silaswara@ubd.ac.id

ABSTRACT

The purposed of this paper was to analyze the effect of recruitment to the employee performance, selection to the employee performance, training to the employee performance and all together to the employee performance. The research was performed by distributing questionnaires, and the research method used a saturated sample which are respondents were used to as a sample. Recruitment (X1), Selection (X2) and Training (X3) variables are simultaneously having a strong connection and positive effect with the employee performance. The results of the partial significance test for the recruitment variable (X1) where the t-test was obtained that the t-value value for recruitment was 5,693 > t-table 1,681 and ,000 < 0,05 for the selection variable (X2) where the t-value test was obtained that the t-value selection value 9,115 > t table 1,681 and ,000 < 0,05 while the training variable (X3) where the t value test is obtained that t arithmetic training is 6,382 < t table 1,681 and ,000 < 0,05. The adjusted R2 value shows the coefficient of determination which means the percentage of the contribution of the independent variable Recruitment (X1), Selection (X2) and Training (X3) contributed 66.6% to the employee performance of PT. Scentium Flavours while the 33.4% is influenced by other variables.

Keywords: Recruitment, Selection, Training, Performance.

INTRODUCTION

Recruitment and development of talents in each company must continue to adapt the changes in work patterns and the latest skill needs to follow the direction and strategy of the company because without the right adaptation, a company can fail to get the right talent. In PT. Scentium Flavours recruitment, selection, and training activities have been carried out in relatively high but when compared to the performance data it did not show the growth significantly. This research hopefully could help evaluate employee performance not only to reach the standard performance but also to growth it.

LITERATURE REVIEW

Recruitment

Rivai (Silaswara, 2021) "Recruitment is the process of leaving a large number of suitable candidates for a particular position or job in an organization or company. The human resources of an organization are important resources that can only be obtained through effective recruitment efforts".

Sagala (Sinambela, 2019) "Recruitment is a process of determining and attracting applicants, who are able to work in the organization. This process begins when the applicants are sought and ends when their applications are submitted/collected. The result is a set of applicants for prospective new employees to be selected and selected. In addition, recruitment can also be said to be a process to get a number of qualified human resources (employees) to occupy a position or job in an organization".

Selection

(Mangkunegara, 2017) "Selecting is a collection of choices. The selection process involves the choice of various objects by prioritizing only a few objects that are selected. In staffing, selection is more specifically decision-making by limiting the number of employees who can be contracted from the choice of a group of potential employee candidates".

Training

Sikula (Silaswara, 2021) "Employee training is a short-term educational process, using systematic and organized procedures, in which nonmanagerial personalities learn technical abilities and knowledge for a specific purpose".

Wexley dan Yukl (Mangkunegara, 2017) "Training and development are terms referring to planned efforts designed to facilitate the acquisition of relevant skills, knowledge and attitudes by organization members".

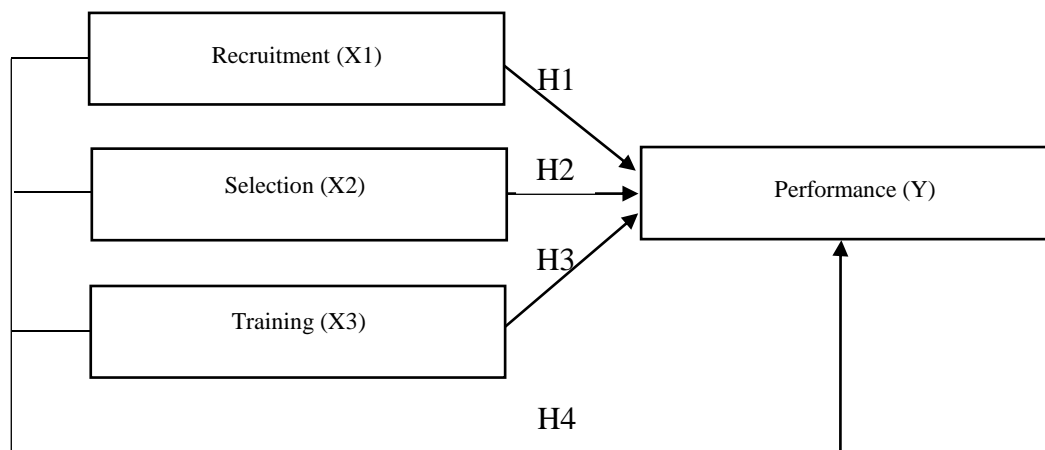
Performance

(Wibowo & Widiyanto, 2019) "Employee performance is a very important thing in the company's efforts to achieve its goals, so that various activities carried out by the company by combining individual or employee efforts with the level of ability, expertise and individual experience to improve employee performance".

Bernardin and Russel (Rivai Zainal, 2018) "Performance is defined as the record of outcomes produced on a specified job function or activity during time period".

METODE

The purpose of this study aims to determine the influence of each variable, Recruitment (X1), Selection (X2), and Training (X3) on Performance (Y). Recruitment, Selection and Training have a relationship and influence on employee performance, so a concept model is compiled as the basis for forming a hypothesis model as follows.



(Sugiyono, 2021) “Census or total sampling is a sampling technique in which all members of the population are sampled. Research conducted on a population under 100 should be carried out through a census, therefore all employees of population are sampled as all subjects studied or as respondents providing information”.

Researcher’s data collected by distributing questionnaires. The research will be conducted at PT. Scentium Flavors on Daan Mogot Raya KM. 19.6 Street. There are 4 departments which are Administrative & GA, Salesman & Marketing, Laboratory, and Operation with total of 42 employees.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
TOTAL_X1_Rekrutmen	42	36.00	60.00	48.2381	6.56602
TOTAL_X2_Seleksi	42	29.00	60.00	48.8810	8.07949
TOTAL_X3_Pelatihan	42	26.00	60.00	49.5238	8.42539
TOTAL_Y_Kinerja	42	40.00	60.00	51.5238	6.20086
Valid N (listwise)	42				

Source: SPSS 26 Data Result

Based on questionnaire data with a total of 42 respondents as the maximum data of 60 mean X1 (Recruitment) is 48.23. The maximum 60 mean X2 (Selection) is 48.88. The maximum 60 with the mean X3 (Training) is 49.52 and The maximum 60 mean Y (Performance) is 51.52.

Validity Test and Reliability

Testing the validity of each question item in this study was carried out by correlating the score of each item with the total score. By comparing the value of r count with r table, if r count $>$ r table then the indicator is confirmed valid.

Item Pernyataan	r Hitung	r Tabel	Keterangan
X1.1	.625**	0.304	Valid
X1.2	.447**	0.304	Valid
X1.3	.512**	0.304	Valid
X1.4	.719**	0.304	Valid
X1.5	.570**	0.304	Valid
X1.6	.554**	0.304	Valid
X1.7	.481**	0.304	Valid
X1.8	.693**	0.304	Valid
X1.9	.684**	0.304	Valid
X1.10	.665**	0.304	Valid
X1.11	.809**	0.304	Valid
X1.12	.645**	0.304	Valid
X2.1	.545**	0.304	Valid
X2.2	.753**	0.304	Valid
X2.3	.782**	0.304	Valid
X2.4	.829**	0.304	Valid
X2.5	.690**	0.304	Valid
X2.6	.821**	0.304	Valid
X2.7	.786**	0.304	Valid
X2.8	.839**	0.304	Valid
X2.9	.694**	0.304	Valid
X2.10	.695**	0.304	Valid
X2.11	.766**	0.304	Valid
X2.12	.804**	0.304	Valid
X3.1	.703**	0.304	Valid
X3.2	.817**	0.304	Valid
X3.3	.799**	0.304	Valid
X3.4	.867**	0.304	Valid
X3.5	.853**	0.304	Valid
X3.6	.763**	0.304	Valid
X3.7	.835**	0.304	Valid
X3.8	.855**	0.304	Valid
X3.9	.711**	0.304	Valid
X3.10	.775**	0.304	Valid
X3.11	.703**	0.304	Valid
X3.12	.776**	0.304	Valid
Y.1	.687**	0.304	Valid
Y.2	.685**	0.304	Valid

Y.3	.683**	0.304	Valid
Y.4	.691**	0.304	Valid
Y.5	.747**	0.304	Valid
Y.6	.645**	0.304	Valid
Y.7	.758**	0.304	Valid
Y.8	.696**	0.304	Valid
Y.9	.759**	0.304	Valid
Y.10	.798**	0.304	Valid
Y.11	.623**	0.304	Valid
Y.12	.767**	0.304	Valid

Source : SPSS 26 Data Result

Based on the results of data processing, there is a Cronbach Alpha value of 0.970 which according to Arikunto (Sutrisna, 2022) in a journal with the title Proceedings: Economics and Business Influence of Store Atmosphere, Brand Awareness and Digital Payments on Purchase Decisions (Study at PT. Cara Loe Make Coffee "Coffee Coffee" ") states that the desired value for the Cronbach's Alpha study on a measuring instrument is at least 0.60. The results of the reliability statistics table explain that the variable higher than the a value is 0.60. In conclusion all statements are confirmed to be reliable.

Reliability Statistics

Cronbach's Alpha	N of Items
.970	48

Source : SPSS 26 Data Result

RESULT

Classical Assumption Test

1. Multikolinieritas Test

A regression model is proven to be from a multicollinearity problem by knowing the presence or absence of multicollinearity symptoms, among others, by looking at the value of the variance inflation factor (VIF) and tolerance, if the VIF value is less than 10 and the tolerance is more than 0.1 then it is stated that there is no multicollinearity.

Coefficients^a

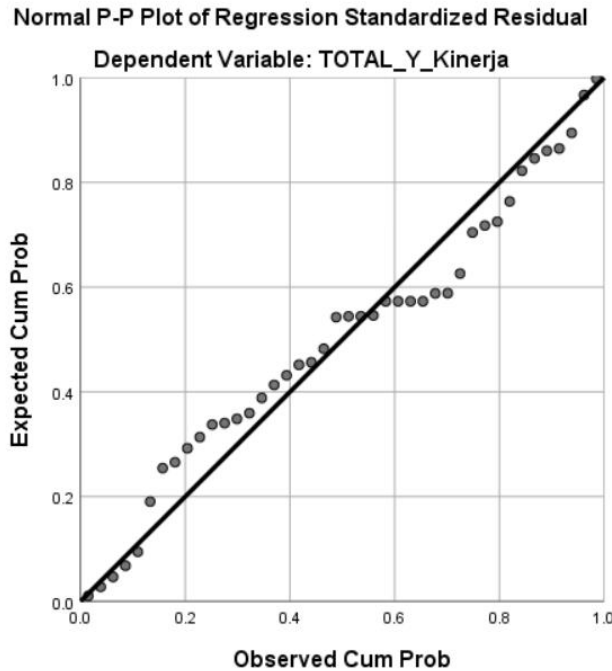
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	17.485	4.199		4.164	.000		
	TOTAL_X1_Rekrutmen	.142	.132	.150	1.077	.288	.419	2.385
	TOTAL_X2_Seleksi	.509	.123	.663	4.136	.000	.316	3.160
	TOTAL_X3_Pelatihan	.047	.122	.063	.381	.705	.294	3.399

a. Dependent Variable: TOTAL_Y_Kinerja

Source : SPSS 26 Data Result

2. Normalitas Test

The data is spread around the diagonal line and not scattered far from the diagonal line, and the points follow the direction of the linear line from left to bottom to top right. It concluded that the model in this study meets the data normality requirements.



Source : SPSS 26 Data Result

The value on the Kolmogorov-Smirnov Test is 0.081 and is significant at 0.200 this meets the criteria if the significance value is > 0.05 then the data used in the study has a normal distribution.

One-Sample Kolmogorov-Smirnov Test

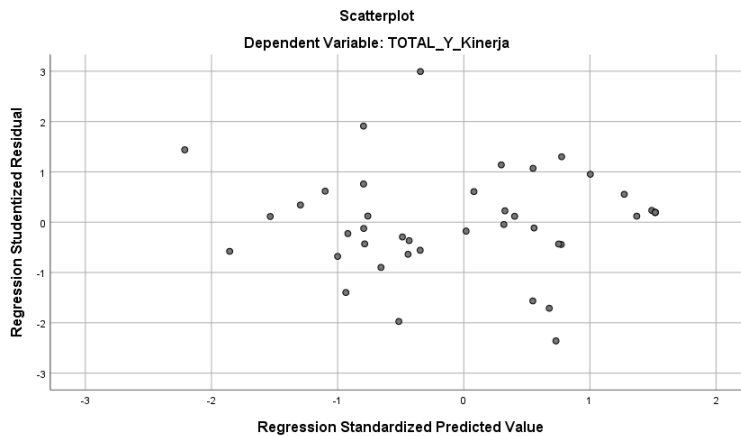
		Unstandardized Residual	
N		42	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	4.60889526	
Most Extreme Differences	Absolute	.081	
	Positive	.081	
	Negative	-.055	
Test Statistic		.081	
Asymp. Sig. (2-tailed)		.200 ^{c,d}	
Monte Carlo Sig. (2-tailed)	Sig.	.930 ^e	
	99% Confidence Interval	Lower Bound	.924
		Upper Bound	.937

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.
- e. Based on 10000 sampled tables with starting seed 2000000.

Source : SPSS 26 Data Result

3. Heterokesdatisitas Test

The result are spread randomly and do not form a certain pattern or trend line and the data is spread above and below the number 0. In conclusion the regression model is feasible to use to predict employee performance based on the influencing variables, namely recruitment, selection and training.



Source : SPSS 26 Data Result

4. Hypothesis Test

Adjusted R Square shows the coefficient of determination of 0.666. This concludes the magnitude of the influence of Recruitment, Selection and Training on Performance is 66.6% while the rest (100% - 66.6% = 33.4%) is influenced by other variables.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.831 ^a	.691	.666	3.58294

a. Predictors: (Constant), TOTAL_X3_Pelatihan, TOTAL_X1_Rekrutmen, TOTAL_X2_Seleksi

b. Dependent Variable: TOTAL_Y_Kinerja

Source : SPSS 26 Data Result

- T Test

The recruitment variable partially has a positive and significant effect (the t count value of recruitment is 5.693 > t table 1.681 and .000 < 0.05 on employee performance and the selection variable partially has a positive and significant effect on the t-count value of selection 9.115 > t-table 1.681 and .000 < 0.05 on employee performance while the training variable partially has a positive and significant effect on the t-count training value of 6.382 > t table 1.681 and .000 < 0.05 on the performance of the employees of PT. Scentium Flavors.

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.485	4.199		4.164	.000
	TOTAL_X1_Rekrutmen	.142	.132	.150	1.077	.288
	TOTAL_X2_Seleksi	.509	.123	.663	4.136	.000
	TOTAL_X3_Pelatihan	.047	.122	.063	.381	.705

a. Dependent Variable: TOTAL_Y_Kinerja

Source : SPSS 26 Data Result

- F Test

The calculated F value is 28.268 with a significance value of 0.000 so that the calculated F value > F table or $28.268 > 2.85$ or the significance level (sig) $0.000 < 0.05$, it can be concluded that there is a simultaneous effect (together) between recruitment, selection and selection. training on employee performance at the Scentium Flavors Company.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1088.654	3	362.885	28.268	.000 ^b
	Residual	487.823	38	12.837		
	Total	1576.476	41			

a. Dependent Variable: TOTAL_Y_Kinerja

b. Predictors: (Constant), TOTAL_X3_Pelatihan, TOTAL_X1_Rekrutmen, TOTAL_X2_Seleksi

Source : SPSS 26 Data Result

CONCLUSION

The results show the recruitment has a very positive effect. Selection has a very positive effect. Recruitment, selection and training on performance is 66.6% while the rest ($100\% - 66.6\% = 33.4\%$) is influenced by other factors. Determination of these conclusions can be seen from the results of the calculated f of 28.268 which is greater than the f table value of 2.85. The results of this study are expected to help more information in further studies. Therefore, the researcher suggests to study other factors. Based on the results of the study that has been done, the researcher hope that this study can provide benefits and knowledge related to recruitment, selection and training on employee performance.

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