

The Effect Of Recruitment And Training On Employee Performance

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Abstract: This study aims to determine the effect of recruitment and training on employee performance of PT Pos Indonesia (Persero) in East Jakarta. 80 respondents are determined as a sample of this study with the error standards of 5% of the total population. The primary data is obtained from the results of respondents' answers to the questionnaires. The data are analyzed using multiple regression with the SPSS version 22.0. Based on the results of the coefficient of determination (R²), it indicates that recruitment and job training affect employee performance by about 35.7%. The results also show that partially recruitment and job training have a positive and significant effect on employee performance.

Index Terms: Recruitment, job training, employee performance.

1. INTRODUCTION

The need to pay attention to employee performance will bring progress for agencies to be able to survive in an unstable business environment. To find out the results of employee performance, agencies need to conduct performance evaluations. With performance appraisal, it can find the strengths, weaknesses, and potentials of employee performance to make it easier for agencies to conduct recruitment, promotion, training and all processes related to human resources. To get employees following company expectations, it is necessary to conduct a recruitment process that is following the correct stages so that it will produce quality human resources. Human resources are an important factor for agencies because human resources have ideas, talents, creativity, knowledge, and skills to advance the agencies in achieving their goals. The recruitment process is adjusted to the criteria and position requirements needed to have a good impact on the company. If the recruitment process is not carried out according to needs, the human resources obtained lacking the knowledge and skills so that agencies will have difficulty placing directly the positions. If the agencies place the employee positions wrongly, the employee will experience difficulties in completing tasks that have been targeted. In addition to carrying out the main duties, employees in the company are also entitled to receive training. The training will increase the quality of its employees. Besides, the training provided can increase the knowledge, abilities, and skills to have a good impact on him and the company. Pos Indonesia PT in the recruitment process, there are problems wherein recruiting employees are still thick. There are also still family relationships, so that prospective applicant who are pure little chance to try to join the agency. Training conducted at PT. Pos Indonesia is not done routinely. It is only done if some needs or problems exist. Lack of training causes employees to work less than optimal. The existence of these problems has an impact on employee performance.

2 LITERATURE REVIEW

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2.1 Employee Performance

According to Yulasmı (2016), performance is the quality and quantity of work achieved by employees in carrying out their duties following the responsibilities given to them. Kartodikromo (2017) states that performance is the result of work achieved by an employee in carrying out the tasks assigned to him based on skill, experience, sincerity and time. Performance is the real behavior displayed by the employee according to his/her role in the company. Employee performance can be measured by the interests of the organization. The indicators of measuring employee performance are adjusted to the interests of the organization itself. Priansa (2016) states that employee performance measurement can be done using 5 dimensions:

1. Job quantity. The quantity of job is related to the work volume and productivity produced by employees within a certain period.
2. Quality of work. The quality of work is related to the consideration of accuracy, precision, neatness, and completeness in handling tasks in the organization.
3. Independence. Independence relates to the consideration of the degree of employee ability to work and carry out tasks independently by minimizing the assistance of others.
4. Initiative. The initiative deals with considerations of independence, the flexibility of thinking, and sadness to be responsible.
5. Adaptability. Adaptability is pleasing with the ability to adapt and to react to changing needs and conditions.

2.2 Recruitment

According to Priansa (2016), recruitment is the category of employees needed, formally determined in employee planning or human resource (HR) management. Recruitment is arranged through detailed planning. Position requirements are presented in the form of demands directed at employees caused by new job applications, expansion of new work areas or employee replacement needs. Short-term demands place HR under pressure to provide prospective employees quickly. Requirements are specified in the form of job descriptions or employee profile roles and specifications. It provides the information needed to compile advertisements, post vacancies on the internet, training agents or consultants, and assess candidates utilizing interviews and selection tests. According to Ongkowijoyo (2014), recruitment is the process of finding and attracting applicants to become employees at and by certain organizations to attract job applicants with the motivation,

abilities, expertise, and knowledge needed to cover the deficiencies identified in staffing planning. According to Bangun (2012), some factors that need to be considered in determining the choice of recruitment methods:

1. Costs and benefits of recruitment. Various methods of withdrawing labor have advantages and disadvantages. Not all methods of withdrawal are following company circumstances.
2. The time required to fill in the vacancies. The length of time spent filling vacancies is a matter of necessity in choosing the method of withdrawing labor.
3. Recruitment withdrawal quantity and quality. To find out the success of a company in the form of its workforce, the company can compare the recruitment methods carried out in the past or compare with the methods used in the past.

2.3 Job Training

According to Priansa (2016), job training process is designed to help employees to learn new skills, knowledge, or attitudes. According to Kaswan (2013), training is the process of increasing employee knowledge and skills. Training may also include changing attitudes to employees to be more effective. Aruan (2013) mentioned several training indicators include (1) training materials needed; (2) training method used; (3) training instructor ability; (4) training facilities and facilities; (5) training participants.

3 MATERIALS AND METHODS

The total population of this study is 100 people. The sampling

technique used in this study is a probability which provides equal opportunities to all members to be sampled. The sample is determined using simple random sampling so that the number of samples was 80 people. The primary data is obtained from the results of respondents' answers to the questionnaires. The data are analyzed using multiple regression with the SPSS version 22.0. Respondents who involved in this study show that male = 56 respondents (70%) and female = 24 respondents (30%). Based on age, respondents are dominated by 31-40 years old (37.5%), 21-30 years old (33.8%), 41-50 years old (18.8%) and > 51 years old (10%). Based on the most recent education, 70 respondents (87.5%) are high school, 8.8% is D3, 2.5% is S1 and only 1.3% graduates from S2. Based on years of service, respondents who working 6-10 years = 21 respondents (26.3%), < 5 years = 19 (23.8%), 11-15 years = 7 (8.8), 16-20 years = 14 (17.5%), and > 21 years = 19 respondents (23.8%).

4 RESULT AND DISCUSSION

Based on the results of variability test related to recruitment, job training, and employee performance, the value of R-table is 0.2199 out of 10 statements. It can be concluded that the item of statements of recruitment, job training, and employee performance are declared valid. The basis for making a reliability test is presented in Table 1.

Table 1 Reliability Test Results

Variables	Reliability Statistics	
	Cronbach's Alpha	N of Items
Recruitment	.673	10
Training	.637	
Employee Performance	.669	

Table 1 shows that the Cronbach alpha values are 0.673; 0.637; .669 which means greater than 0.60. It indicates that the questionnaire used in this study can be trusted.

Table 2 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
N		Unstandardized Residual
		80
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.45692481
Most Extreme Differences	Absolute	.066
	Positive	.066
	Negative	-.047
Test Statistic		.066
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

The normality test using the Kolmogorov-Smirnov Test can be seen from the value (Asymp. sig. (2-tailed)). Based on Table 2, the value of Asymp. sig. (2-tailed) is more than 0.05. It can be

concluded that the regression model is normally distributed.

Table 3 Results of Testing Multicollinearity

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	15.691	4.088		3.838	.000		
	Recruitment	.369	.099	.393	3.714	.000	.746	1.340
	Employee Performance	.286	.103	.294	2.780	.007	.746	1.340

a. Dependent Variable: Employee Performance

Table 3 states that no variable has a VIF value greater than 10 and a Tolerance value of less than 0.10. Therefore, there is no correlation between the independent variables.

Table 4 Multiple Linear Regression Analysis Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	15.691	4.088		3.838	.000		
	Recruitment	.369	.099	.393	3.714	.000	.746	1.340
	Job Training	.286	.103	.294	2.780	.007	.746	1.340

a. Dependent Variable: Employee Performance

The constant value (a) is 15.961. It shows that employee performance without recruitment and job training is positive. The coefficient value of recruitment is 0.369. It means that if recruitment has increased by one unit, employee performance will also increase by 0.369. The coefficient value of job training is 0.286. It means that if job training has increased by one unit,

employee performance will increase by 0.286. Of the two coefficients, recruitment has the highest coefficient value of 0.369, while job training has a coefficient of 0.286. This means that recruitment has a greater effect on employee performance.

Table 5 Partial Test (T-Test) Results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.691	4.088		3.838	.000
	Recruitment	.369	.099	.393	3.714	.000
	Job Training	.286	.103	.294	2.780	.007

a. Dependent Variable: Employee Performance

Table 5 shows that recruitment and job training partially affect employee performance.

Table 6 F-Test Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	265.068	2	132.534	21.400	.000 ^b
	Residual	476.882	77	6.193		
	Total	741.950	79			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Job Training, Recruitment

Based on Table 6, the results show that there is a joint effect between recruitment and job training on employee performance.

Table 7 Coefficient of Determination (R2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.598 ^a	.357	.341	2.489

a. Predictors: (Constant), Job Training, Recruitment

Table 7 presents the coefficient of determination test of 0.357. This shows that the contribution of recruitment and job training on employee performance is 35.7% and 64.3% is influenced by other variables..

5 CONCLUSION

This study concludes that recruitment and job training affect employee performance by about 35.7%. The results also show that partially recruitment and job training have a positive and significant effect on employee performance.

Based on the results, this study provides the following suggestions:

1. The recruitment process is carried out more openly through the internet, advertisements in print media, walk-in applicants to expand greater opportunities to join the work.
2. Job training should be able to use experienced instructors according to their fields and expertise so that employees can improve their abilities.
3. Employees still need the help of colleagues to cooperate in completing work or helping other friends.

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