

PENGARUH PROSES REKRUTMEN, SELEKSI, DAN TRAINING TERHADAP KINERJA KARYAWAN PRODUKSI DI PT SML INDONESIA PRIVATE

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Keywords

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Abstrak

The Hiring Process Is Not An Easy Or Straightforward Activity. This Turns Out To Be Quite Complicated, Time-Consuming, And Expensive, And There Is A High Probability That The Wrong Candidate Will Be Selected. As A Result, Candidates Are Sought, And Applications Are Closed. The Application Letter Is Submitted In Accordance With The Requirements Set By The Party Company. The Result Is A Group Of Job Seekers Where New Employees Who Will Be In The Next Stage Are Carried Out In The Selection Process. This Study Uses A Quantitative Research Method. The Population Used Is The Total Number Of Employees At Pt Sml Indonesia Private As Many As 150 Employees. The Sampling Process Uses Nonprobability Sampling. In This Study, The Technique Used In Obtaining And Collecting Data Is Using Questionnaires. The Result Of This Study Is An Alpha Value Of 0.487 Out Of 6 Questions In The Recruitment Variable. The Alpha Value Was 0.194 Out Of 10 Questions In The Training Variable. The Alpha Value Was 0.019 Out Of 10 Questions In The Selection Variable. The Alpha Value Is 0.375 Out Of 10 Statement Items In The Employee Performance Variable. The Conclusion Of This Study Is That The Recruitment Process At Pt. Sml Indonesia Private, Semarang, Is Carried Out According To Predetermined Procedures Through Internal And External Methods, Including Advertising And Cooperation With Universities And The Ministry Of Education, So That The Hypothesis Is Proven Correct. Recruitment Is Proven To Have A Positive And Significant Influence On The Quality Of Employee Work With A Frequency Of 0.325. In Addition, The Selection Also Shows A Positive And Significant Influence On Employee Performance, As Well As Training That Has A Similar Impact On Employee Performance In The Company.

1. INTRODUCTION

Human Resource Management (Hrm) System Is An Important Component In Business Organization To Ensure All Functional Tasks Run Smoothly. Companies Need To Manage Hr Well, Considering The Challenges That Arise Due To Changes In The Workplace, Technological Developments, And Increasing Competition. To Achieve Organizational Goals, Planning, Organizing, Coordinating, Implementing, And

Supervising Hr Management Is Needed, Including Procurement, Development, And Separation Of Staff (Mangkunegara, 2013).

Recruitment Is An Important Process In Obtaining Workers That Are In Accordance With The Company's Needs. According To Armstrong (2014), Recruitment Is The Process Of Finding And Matching Individuals With Appropriate Positions In A Business. This Is Done To Ensure That Competent Candidates Can Fill Open Positions And Make Optimal Contributions To The Company's Goals. This Recruitment Process Is Not Easy And Requires A Lot Of Time And Money (Simamora, 2015).

Employee Selection Is Also An Important Part Of Ensuring That Employees Who Are Accepted Meet The Standards That Have Been Set. The Selection Process Aims To Select The Right Candidate Based On The Qualifications Required For A Particular Job (Kasmir, 2016). Accuracy, Fairness, And Trust Are The Main Targets In The Selection Process, Ensuring That The Process Is Objective And Provides Equal Opportunities For All Applicants.

Employee Training Is A Further Step To Improve Staff Skills And Productivity. Effective Training Programs Help Employees Adapt To New Tasks, Improve Their Performance, And Ensure They Meet Company Standards. Through Training, Companies Can Prepare Employees To Face Changes In The Work Environment And Improve The Quality Of The Company's Products And Services.

Outsourcing Is Also Part Of The Hr Management Strategy, Where Companies Contract Outside Parties To Handle Work That Is Not Their Core Business. Although Outsourcing Offers Efficiency, Its Implementation In Indonesia Is Still An Issue Due To The Lack Of Certainty Of Labor And Worker Welfare. Companies Must Ensure That Outsourced Workers Continue To Receive Proper Protection And Welfare In Accordance With Applicable Regulations. Pt Sml Indonesia Private Is An Example Of A Company That Utilizes Hr With A Focus On Developing Employee Skills To Support The Quality Of Products And Services Provided.

Based On The Description Above, The Research Problem That Will Be Studied In This Study Is The System And Procedure Of The Recruitment Process And Selection Process As Well As Training On The Performance Of Employees In The Production Division Of Pt. Sml Indonesia Private. The Objectives Of This Study Include:

- A. To Test And Analyze The Influence Of Recruitment On The Performance Of Production Division Employees At Pt. Sml Indonesia Private.

- B. To Test And Analyze The Influence Of Selection On The Performance Of Production Division Employees At Pt. Sml Indonesia Private.
- C. To Test And Analyze The Effect Of Training On The Performance Of Production Division Employees At Pt. Sml Indonesia Private.

2. RESEARCH METHOD

This Study Uses A Quantitative Approach To Analyze The Effect Of Recruitment, Selection, And Training On Employee Performance At Pt Sml Indonesia Private With A Sample Of All 150 Employees Taken Using The Nonprobability Sampling Technique Of The Saturated Sampling Method. Primary Data Were Collected Through A Questionnaire Containing Questions Related To The Research Variables And Tested For Validity And Reliability Using The Pearson Correlation And Alpha Cronbach Tests. The Independent Variables In This Study Are Recruitment, Selection, And Training, While The Dependent Variable Is Employee Performance. The Data Analysis Technique Uses Descriptive Analysis To Describe The Characteristics Of The Data Obtained And Provide An Overview Of The Relationship Between Human Resource Management Factors And Employee Performance.

3. RESULTS AND DISCUSSION

1. Normality

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		150
Normal Parameters ^{a,B}	Mean	0.0000000
	Std. Deviation	3.42818458
Most Extreme Differences	Absolute	0.052
	Positive	0.052
	Negative	-0.032
Test Statistic		0.052
Asymp. Sig. (2-Tailed)		0.200 ^{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 Was Conducted To Determine Whether The Residual Data From The Research Model Follows A Normal Distribution. Based On The Test Results Using The One-Sample Kolmogorov-Smirnov Test, The Number Of Samples Tested Was 150 With An Average Residual Value Of 0.0000000 And A Residual Standard Deviation Of 3.42818458. The Most Extreme Differences Value Shows An Absolute Result Of 0.052, With A Positive Value Of 0.052 And A Negative Value Of -0.032. The Test Statistic Value Obtained Was 0.052, While The Asymptotic Significance Value (Asymp. Sig. 2-Tailed) Was 0.200.

Because The Significance Value Of 0.200 Is Greater Than The Specified Significance Level ($\alpha = 0.05$), There Is Insufficient Evidence To Reject The Null Hypothesis (H_0). Thus, It Can Be Concluded That The Residual Data Follows A Normal Distribution. This Shows That The Assumption Of Normality Is Met, So That The Parametric Statistical Analysis Used In The Study Can Be Considered Valid.

Heterokedasitas

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.159	1.348		0.860	0.391
	X1	0.049	0.034	0.120	1.431	0.155
	X2	0.084	0.048	0.146	1.759	0.081
	X3	-0.031	0.059	-0.043	-0.525	0.600

Dependent Variable: Abs_Res

A. Recruitment Variable (X1)

0.155 (Greater Than 0.05), Variable X1 Is Not Significant In Influencing The Absolute Residual Value (Abs_Res). This Indicates That There Is No Evidence Of Heteroscedasticity For The Recruitment Variable. Thus, This Variable Does Not Cause Heteroscedasticity Problems In The Model.

B. Selection Variable (X2)

0.081 (Greater Than 0.05), Variable X2 Is Not Significant In Influencing The Absolute Residual Value (Abs_Res), Although Its Value Is Quite Close To The 0.05 Limit. This Indicates No Strong Evidence Of Heteroscedasticity From The Selection Variable.

C. Training Variable (X3)

0.600 (Greater Than 0.05), Variable X3 Has A Significance Value That Is Much Greater Than 0.05, Indicating That This Variable Does Not Affect Heteroscedasticity In The Model At All. There Is No Evidence Of Heteroscedasticity For The Training Variable.

Based On The Test Results, All Independent Variables (X1, X2, X3) Have A Significance Value Above 0.05, So There Is No Indication Of Heteroscedasticity In This Model. The Regression Model Can Be Considered To Meet The Assumption Of Homoscedasticity, Namely Constant Residual Variance.

Multikolineritas

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	Vif

1(Constant)	5.439	2.288		2.377	0.019		
X1	0.120	0.058	0.164	2.053	0.042	0.941	1.063
X2	0.271	0.081	0.264	3.348	0.001	0.958	1.043
X3	0.267	0.100	0.209	2.678	0.008	0.978	1.022

Dependent Variable: Y

D. Recruitment Variable (X1)

0.941 (Greater Than 0.1), 1.063 (Less Than 10), Variable X1 Does Not Show Any Significant Multicollinearity. This Means That The Recruitment Variable Has A Low Linear Relationship With Other Independent Variables (X2 And X3) In The Model.

E. Selection Variable (X2)

0.958 (Greater Than 0.1), 1.043 (Less Than 10), Variable X2 Also Does Not Show Any Significant Multicollinearity. The Selection Variable Has A Low Linear Relationship With Other Independent Variables In The Model.

F. Training Variable (X3)

0.978 (Greater Than 0.1), 1.022 (Less Than 10), Variable X3 Does Not Show Any Significant Multicollinearity. This Shows That The Training Variable Has A Low Linear Relationship With Other Independent Variables.

Based On The Tolerance Values Which Are All Above 0.1 And The Vif Values Which Are All Below 10, It Can Be Concluded That There Is No Multicollinearity Problem In This Model. All Independent Variables (X1, X2, And X3) Can Be Used Simultaneously In The Model Without Affecting The Stability Of The Regression Estimate.

Regresi Linear Berganda

Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	5.439	2.288		2.377	0.019
	X1	0.120	0.058	0.164	2.053	0.042
	X2	0.271	0.081	0.264	3.348	0.001
	X3	0.267	0.100	0.209	2.678	0.008

A. Dependent Variable: Y

$$Y=5.439+0.120x_1+0.271x_2+0.267x_3$$

The Results Of The Multiple Linear Regression Analysis Shown In The Table Above Illustrate The Relationship Between The Independent Variables (X1, X2, X3) And The Dependent Variable (Y). Based On These Results, Here Is An Explanation For Each Coefficient:

A. Constant (Intercept)

The Constant Value Of 5.439 Indicates That If All Independent Variables (X1, X2, X3) Are Zero, Employee Performance Will Remain At The Level Of 5.439. Because The Sig. Value < 0.05 , This Constant Is Significant, Indicating A Basic Performance Value That Does Not Depend On Recruitment, Selection, Or Training.

B. Recruitment Variable (X1)

The B Coefficient Of 0.120 Indicates That Every 1 Unit Increase In The Recruitment Variable (X1) Will Increase Employee Performance (Y) By 0.120, Assuming Other Variables Are Constant. The Standardized Beta Of 0.164 Indicates That The Influence Of Recruitment On Employee Performance Is At A Moderate Level. 3. Selection Variable (X2)

The B Coefficient Of 0.271 Indicates That Every 1 Unit Increase In The Selection Variable (X2) Will Increase Employee Performance (Y) By 0.271, Assuming Other Variables Are Constant. The Standardized Beta Of 0.264 Indicates That Selection Makes A Greater Contribution Than Recruitment.

C. Training Variable (X3)

The B Coefficient Of 0.267 Indicates That Every 1 Unit Increase In The Training Variable (X3) Will Increase Employee Performance (Y) By 0.267, Assuming Other Variables Are Constant. The Standardized Beta Of 0.209 Indicates That Training Has A Significant Contribution, Although Smaller Than Selection. Because The Calculated T Value (2.678) $>$ T Table (1.65536) And Sig. < 0.05 , The Effect Of Training On Employee Performance Is Significant. Effective Training Provides Skills And Knowledge That Support Improved Employee Performance. Overall, The Results Of This Regression Analysis Indicate That The Three Independent Variables (X1, X2, And X3) Have A Significant Effect On The Dependent Variable Y, With Each Significance Value Less Than 0.05. The Beta Coefficient Shows The Relative Influence Of Each Variable On Y, Where X2 Has The Largest Influence Followed By X3 And X1.

Koefesien Determinasi (R²)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error Of The Estimate	Durbin-Watson
1	0.789 ^a	0.623	0.615	4.20614	2.045

A. Predictors: (Constant), X3, X1, X2

B. Dependent Variable: Y

The Analysis Results In The "Model Summary" Table Show A Determination Coefficient (R^2) Value Of 0.623 Or 60%. This Means That 60% Of The Variation In The Dependent Variable, Namely Employee Performance (Y), Can Be Explained By A Combination Of Three Independent Variables, Namely Recruitment (X1), Selection (X2), And Training (X3). In Other Words, The Contribution Of These Variables To Changes In Employee Performance Is 60%. The Adjusted R Square Value Of 0.615 Shows The Results Adjusted To Take Into Account The Number Of Variables In The Model. This Value Is Usually Used To Evaluate The Model More Accurately, Especially When There Are Several Independent Variables. Adjusted R^2 Is Slightly Lower Than R^2 , Indicating That The Addition Of Variables To The Model Does Not Provide A Significant Increase In The Model's Ability To Explain Employee Performance Variability. Although The Model Can Explain A Small Portion Of Employee Performance Variability, The Low R^2 Value (12.7%) Indicates That Most Of The Employee Performance Variability Is Explained By Factors Other Than Recruitment, Selection, And Training. Therefore, Researchers May Need To Consider Additional Variables That Are More Significant In Explaining Employee Performance.

1. Hypothesis Test T

The T Test Basically Shows How Far The Influence Of One Explanatory/Independent Variable Individually In Explaining The Variation Of The Dependent Variable. The T Test Has A Significance Value Of $\alpha = 5\%$. The Criteria For Testing The Hypothesis Using The T Statistical Test Are If The Significance Value Of T (P-Value) < 0.05 , Then The Alternative Hypothesis Is Accepted (Al Ghozali, 2017) From The Data Above Obtained As Follows:

$$T_{\text{Tabel}} = T(A/2; N-K-1)$$

$$= T(0,05/2; 150 - 3 - 1)$$

$$= T(0,025; 146)$$

$$= 1.65536$$

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.439	2.288		2.377	0.019
	X1	0.120	0.058	0.164	2.053	0.042
	X2	0.271	0.081	0.264	3.348	0.001
	X3	0.267	0.100	0.209	2.678	0.008

A. Dependent Variable: Y

1. The Effect Of Recruitment Variable (X1) On Employee Performance (Y)

The Recruitment Variable Has A Positive Coefficient Of 0.120, Which Means That Every 1 Unit Increase In Recruitment Quality Will Increase Employee Performance By 0.120 Units, Assuming Other Variables Remain Constant. Because The T-Count Value (2.053) > T Table (1.65536) And Sig. <0.05, The Effect Of This Variable Is Significant. This Means That A Good And Effective Recruitment Process Contributes Positively To Employee Performance.

2. The Effect Of Selection Variable (X2) On Employee Performance (Y)

The Selection Variable Has A Positive Coefficient Of 0.271, Which Indicates That Every 1 Unit Increase In Selection Quality Will Increase Employee Performance By 0.271 Units, Assuming Other Variables Remain Constant. Because The T-Count Value (3.348) > T Table (1.65536) And Sig. <0.05, The Effect Of This Variable Is Very Significant. A Structured And Accurate Selection Process Is Essential In Ensuring That Selected Employees Have The Appropriate Competencies, Thereby Improving Performance.

3. The Effect Of Training Variable (X3) On Employee Performance (Y)

The Training Variable Has A Positive Coefficient Of 0.267, Which Means That Every 1 Unit Increase In Training Quality Will Improve Employee Performance By 0.267 Units, Assuming Other Variables Remain Constant. Because The T-Value (2.678) > T-Table (1.65536) And Sig. <0.05, The Effect Of This Variable Is Significant. Effective Training Helps Improve Employee Skills And Knowledge, Which Has A Direct Impact On Improving Their Performance.

F-Test

$$F\text{-Table} = F (K; N - K)$$

$$= F (3; 150 - 3)$$

= F (3; 147)

= 2.67

Anova^a

Model		Sum Of Squares	Df	Mean Square	F	Sig.
1	Regression	254.625	3	84.875	7.076	0.000 ^b
	Residual	1751.115	146	11.994		
	Total	2005.740	149			

A. Dependent Variable: Y

B. Predictors: (Constant), X3, X2, X1

The Results Of The F Hypothesis Test Aim To Test Whether The Overall Regression Model Is Significant, Namely To Find Out Whether There Is At Least One Independent Variable (X1, X2, Or X3) That Affects The Dependent Variable Y. Based On The Anova Results, The Calculated F Value Is 7.07, While The F Table Value For Degrees Of Freedom 3 And 146 Is 2.67. Because The Calculated F (7.07) Is Greater Than The F Table (2.67), The Null Hypothesis (H_0), Which States That All Regression Coefficients For The Independent Variables Are Zero (No Effect On Y), Can Be Rejected. This Shows That The Regression Model Used Is Statistically Significant And There Is At Least One Independent Variable That Has A Significant Effect On The Dependent Variable Y. Thus, This Regression Model Can Be Used To Explain The Variability In Y Which Is Influenced By X1, X2, And X3. Discussion

1. The Effect Of Recruitment (X1) On Employee Performance (Y)

In The First Variable, The Effect Of Recruitment (X1) On Employee Performance (Y), The Results Of The T Hypothesis Test Show That The Calculated T Of 2.053 Is Greater Than The T Table Of 1.65536, And The Sig. Value Of 0.042 Is Smaller Than 0.05. This Indicates That X1 (Recruitment) Has A Significant Effect On Y (Employee Performance).

The Rejection Of The Null Hypothesis (H_0) Which States That There Is No Effect Between Recruitment (X1) On Employee Performance (Y) Can Be Done Because The Calculated T Value Is Greater Than The T Table And The Sig. Value Is Smaller Than 0.05. This Means That The Recruitment Variable (X1) Makes A Significant Contribution To Explaining Variations In Employee Performance (Y).

The Coefficient B For X1 Of 0.120 Indicates That Every 1 Unit Increase In The Recruitment Variable (X1) Will Cause An Increase In Employee Performance (Y) Of 0.120 Units, Assuming The Other Variables Remain Constant. In This Context, This Implies That The Better Or More Effective The Recruitment Process Is, The Higher The Performance Produced By The Employees, Provided That Other Factors Remain Stable.

Overall, These Results Confirm That Recruitment (X1) Has A Positive And Significant Effect On Employee Performance (Y), Indicating That Improving The Quality Or Effectiveness Of Recruitment Can Contribute To Improving Employee Performance In The Organization.

2. The Effect Of Recruitment (X2) On Employee Performance (Y)

In The Second Variable, The Effect Of Recruitment (X2) On Employee Performance (Y), The Results Of The T Hypothesis Test Show That The Calculated T Value Of 3.348 Is Greater Than The T Table Of 1.65536, And The Sig. Value Of 0.001 Is Much Smaller Than 0.05. This Shows That X2 (Recruitment) Has A Significant Effect On Y (Employee Performance), So We Reject The Null Hypothesis (H_0) Which States That There Is No Effect Between Recruitment (X2) And Employee Performance (Y).

The B Coefficient For X2 Of 0.271 Indicates That Every 1 Unit Increase In The Recruitment Variable (X2) Will Cause An Increase In Employee Performance (Y) Of 0.271 Units, Assuming Other Variables Remain Constant. This Means That Better Quality Or Effectiveness Of The Recruitment Process Will Have A Greater Impact On Improving Employee Performance In The Organization. So These Results Indicate That Recruitment (X2) Has A Positive And Significant Effect On Employee Performance (Y), Which Shows That A More Effective Recruitment Strategy Can Contribute Directly To Improving Individual And Team Performance In The Organization.

3. The Effect Of Training (X3) On (Y) Employee Performance

In The Third Variable, The Effect Of Training (X3) On Employee Performance (Y), The Results Of The T Hypothesis Test Show That The Calculated T Value Of 2.678 Is Greater Than The T Table Of 1.65536, And The Sig. Value Of 0.008 Is Smaller Than 0.05. This Indicates That X3 (Training) Has A Significant Effect On Y (Employee Performance), So The Null Hypothesis (H_0) Which States That There Is No Effect Between Training (X3) And Employee Performance (Y) Can Be Rejected.

The B Coefficient For X3 Of 0.267 Indicates That Every 1 Unit Increase In The Training Variable (X3) Will Cause An Increase In Employee Performance (Y) Of 0.267 Units, Assuming Other Variables Remain Constant. This Means That The Better Or More Effective The Training Program Given To Employees, The Higher The Performance That Can Be Produced By The Employee, These Results Indicate That Training (X3) Has A Positive And Significant Effect On Employee Performance (Y). Therefore, Companies Or Organizations Can Improve Employee Performance By Providing Better Or More Targeted Training According To Their Needs.

4. CONCLUSION

Based On The Results Of The Analysis And Discussion That Have Been Described, It Can Be Concluded That The Recruitment, Selection, And Training Processes At Pt. Sml Indonesia Private, Semarang Have A Significant Effect On Employee Performance. The Recruitment Process Carried Out According To Procedures And Involving Internal And External Methods Has A Positive Impact On Employee Performance. In Addition, Good Selection And Effective Training Have Also Been Proven To Be Able To Directly Improve Employee Performance, Thereby Increasing Productivity In The Company.

To Improve Employee Performance, It Is Recommended That Pt. Sml Indonesia Private Continue To Develop The Recruitment Methods That Have Been Implemented, With A Focus On Selecting Quality Human Resources. The Company Also Needs To Strengthen Its Role In Regional Economic Development By Improving The Quality Of Professional Human Resources. In Addition, The Right Placement Of Employees According To Their Abilities Is Also Very Important To Increase Work Efficiency. Further Research Is Expected To Explore Other Variables That Affect Employee Performance As Well As Increase The Sample Size And Consider The Effects Of Mediation Or Moderation.

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