

ANALYSIS OF THE EFFECT OF RECRUITMENT AND SELECTION ON EMPLOYEE PERFORMANCE AT PT. MEDISAFE TECHNOLOGIES THROUGH TRAINING AS MODERATING VARIABLES

Kajel

ABSTRACT

The purpose of the study was to determine the effect of the implementation of recruitment and selection on employee performance either simultaneously or partially at PT. Medisafe Technologies. The research method is descriptive verification method, which uses cross-sectional data as a result of questionnaires distributed, aiming to determine the effect of recruitment or selection moderated by training on employee performance. Analysis of the data used is multiple regression moderation in which statistical calculations are performed using SPSS software. The results showed that a. the applied recruitment has a significant effect on employee performance; b. the selection applied has a significant effect on employee performance; c. recruitment and selection that are applied together have a significant effect employee performance; d. training significantly moderates the effect of recruitment on employee performance; e. training significantly moderates selection on employee performance.

Keywords: Recruitment, Selection, Training, Performance

INTRODUCTION

Competition between companies shows dynamics that are difficult to predict in today's era of globalization. Many problems arise, both internal and external, within the company that make it difficult for the company to develop. Management of Human Resources (HR) is important in achieving goals. The company realizes that Human Resources (HR) is the basic capital in the company's development process. In carrying out the company's operational activities, one of the assets that is most needed is human resources.

One of the duties and responsibilities of human resource management is to find employees who are really suitable and appropriate to be hired and placed in positions that are in accordance with their competencies. appropriate and quality in order to achieve the company's goals, namely recruitment, selection and training of employees. The performance of employees within the company will certainly be influenced by how human resource management carries out this recruitment, selection and training process.

Recruitment is carried out using criteria that have been determined by the head of department of each division of the company as the decision maker. Each division has different criteria so that it is not possible to standardize recruitment. By conducting an assessment of the criteria for each applicant, decision makers can consider and make decisions as to priorities for the applicant's work eligibility. The head of department as the decision maker sometimes has difficulty in making decisions due to the large number of prospective employees. This allows decision-making errors such as lost opportunities to recruit employees who have high potential and recruit employees who do not meet the criteria set by decision makers. For this reason, the head of department directly sends prospective employees to the department in need and the manager of the department conducts interviews. In its implementation, recruitment is outlined in a series of activities to encourage and attract prospective candidates to come to apply, the more the better, resulting in a data collection of job applicants who have the motivation, abilities, skills and knowledge needed to cover the deficiencies identified in staffing planning.

After the recruitment is complete, it is usually followed by the selection process. Selection is the process of selecting from among job applicants to become employees and placing them in the positions needed by the organization. In other words, selection is a process of matching the needs and requirements of the organization to the skills and qualifications of job applicants. This selection process adheres to the principle of "the right people in the right jobs", namely placing the right people in the right jobs. This selection stage is very important in human resource management, because by selecting and getting the best candidates to fill vacant positions and do the work needed, the organization will get high-performing and good-quality employees. By matching the employee with his job, the employee will be able to carry out his duties well, the attendance rate will be high and the resignation rate will also decrease. The purpose of this study was to analyze the effect;

1. To find out whether the applied recruitment affects the performance of the employees of PT. Medisafe Technologies.
2. To find out whether the selection applied has an effect on the performance of the employees of PT. Medisafe Technologies.
3. To find out whether recruitment and selection together affect the performance of employees of PT. Medisafe Technologies.
4. To find out whether recruitment moderated training affects the performance of employees of PT. Medisafe Technologies.
5. To find out whether selection moderated training affects the performance of employees of PT. Medisafe Technologies.

THEORETICAL BASIS

Human resources in business organizations are human capital, because human resources contribute to profitability. Human resources are also often called intellectual capital, because of their ability to provide ideas, initiatives, knowledge and skills in organizational development. Human resource management is a broad concept of the philosophies, policies, procedures and practices used to manage individuals or people through organizations.

Recruitment

Malayu Hasibuan (2007). Recruitment is an effort to find and influence prospective workers to apply for job vacancies offered by a company. In practice, recruitment is in the form of a series of activities to find and attract job applicants who have the motivation, knowledge, abilities and skills needed by an organization to cover the deficiencies or vacancies identified in the personnel planning

Selection

Ike Kusdyah Rachmawati (2008). Selection is a series of activities used to decide whether an applicant is accepted or rejected. The selection process is also a systematic effort to implement human resource plans through the selection, evaluation and screening of qualified candidates.

Training

Veithzal Rivai (2013). Training is part of education that involves the learning process to acquire and improve skills outside the formal education system, takes place in a relatively short time, and uses methods that prioritize practice rather than theory.

Employee Performance

Performance is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time Malayu Hasibuan (2010)

RESEARCH METHODS

Determination of the sample in this study using cluster random sampling, namely the sample is taken randomly based on the existing section or department. The goal is for employees from each department to be represented in the sample under study.

Population and Sample

The population in this study were all employees of PT. Medisafe Technologies at the time of the research (in 2021) amounted to 1298 people. With cluster random sampling technique, the researcher took 7 employees randomly from each section. Thus the sample in this study consisted of 56 subjects or respondents.

In this study, three types of variables were used, namely independent variables, dependent variables and moderating variables. Moh. Nazir (2011) argued that the operational definition is a definition given to a variable or idea by means of giving meaning, or specifying activities, or providing an operation needed to measure the variable or idea. (pp. 126)

Data Type and Data Source

Summary of Questionnaire Reliability Test Calculation Results

Variabel	N	Numbers of item	Cronbach's Alpha Vvalue	Value r_{tabel}	Explanation
Rekrutmen (X_1)	30	21	.915	0,361	Reliable
Seleksi (X_2)	30	18	.926	0,361	Reliable
Pelatihan (Z)	30	17	.936	0,361	Reliable
Kinerja (Y)	30	18	.906	0,361	Reliable

Cronbach's Alpha value for all variables in the questionnaire distributed by the author is greater than the r_{tabel} value. This proves that the instrument or questionnaire used by the author in this study is reliable.

Summary of Data Normality Test Calculation Results

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Rekrutmen (X1)	.117	56	.053	.974	56	.271
Seleksi (X2)	.088	56	.200*	.976	56	.316
Pelatihan (Z)	.117	56	.056	.959	56	.054
Kinerja (Y)	.096	56	.200*	.971	56	.205

*. This is a lower bound of the true significance.
a. Lilliefors Significance Correction

The significance values (Sig.) for the data for the 4 variables using the Kolmogorov-Smirnov test are 0.053, 0.200, 0.056 and 0.200 as shown in Table 4.9 above. All of these significance values are clearly greater than the significance level of = 0.05. Based on the test criteria, namely because the value (Sig.) > 0.05, it can be concluded that the respondents' answer score data for the recruitment, selection, training and employee performance questionnaires are all normally distributed.

Summary of Data Multicollinearity Test Calculation Results

Model		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-4.448	4.540		-.980	.332		
	Rekrutmen (X1)	.271	.113	.287	2.402	.020	.186	5.377
	Seleksi (X2)	.617	.133	.601	4.632	.000	.158	6.328
	Pelatihan (Z)	.070	.122	.069	.576	.567	.187	5.343

a. Dependent Variable: Performance (Y)

From Table 4.11 above, it is clear that the significance values (Sig.) for the regression of the independent variable and the moderating variable on Abs_RES (absolute residual) are 0.508, 0.796 and 0.297, respectively. These three significance values (Sig.) greater than the significance level = 0.05. Based on the decision-making criteria, namely the value (Sig.) > 0.05, it can be concluded that there are no symptoms of heteroscedasticity in the data of this study. In other words, the data of this study which is the score of respondents' answers to the questionnaire, is data that is homoscedasticity.

Summary of Coefficient Calculation of Multiple Linear Regression Equation

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.514	4.510		-1.001	.321
	Rekrutmen (X1)	.295	.104	.312	2.826	.007
	Seleksi (X2)	.656	.114	.639	5.783	.000

a. Dependent Variable: Performance (Y)

Based on the calculation results shown in Table 4.12 above, namely column B, the multiple linear regression equation that describes the causal relationship between the independent variable and the dependent variable in this study is given by

$$Y = -4.514 + 0.295X1 + 0.656X2 \quad (4.3)$$

From Equation (4.3) it can be seen that the independent variables recruitment (X1) and selection (X2) have a positive effect on the dependent variable (Y). This is indicated by the positive values of the coefficients b1 and b3. However, do these two independent variables have a significant positive effect on the dependent variable.

Summary of Coefficient Calculation of Moderate Multiple Regression Equation

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	12.477	6.839		1.824	.074
Rekrutmen (X1)	.638	.076	.675	8.425	.000
Seleksi (X2)	-.937	.023	-.913	-40.003	.000
Pelatihan (Z)	.874	.095	.852	9.150	.000
Moderasi 1	-.009	.001	-1.467	-8.912	.000
Moderasi 2	.012	.000	1.863	78.940	.000

a. Dependent Variable: Performance (Y)

Predictors: (Constant), Moderation 2, Recruitment, Selection, Moderation 1, Training

Based on the calculation results shown in Table 4.12 above, namely column B, the moderation multiple regression equation for this research data is given by:

$$Y = 12,477 + 0.638X1 - 0.937X2 + 0.874Z - 0.009M1 + 0.012M2 \quad (4.4)$$

Or

$$Y = 12,477 + 0.638X1 - 0.937X2 + 0.874Z - 0.009X1Z + 0.012X2Z \quad (4.5)$$

it appears that the coefficients of the two moderation terms are marked for moderation 1 is negative and moderation 2 is positive. This shows that the moderating variable-1 weakens the influence of the independent variable recruitment (X1) and selection (X2) on the dependent variable of employee performance. But whether the weakening of the moderating variable on the influence of the two independent variables on the dependent variable is significant or not, will be discussed in the next section on hypothesis testing.

RESEARCH RESULT

The multiple linear regression equation that describes the causal relationship between the two independent variables of recruitment and selection on employee performance is given by $Y = -4.514 + 0.295X1 + 0.656X2$. The explanation of the multiple linear regression model in this study is as follows:

Regression constant $a = -4.514$ means that without recruitment and selection, the value of X1 and X2 is equal to 0, then the value of employee performance (Y) = -4.514 units.

The regression coefficient of the recruitment variable (X1) is 0.295, which means that if the recruitment value is increased by 1 unit, with a constant or fixed selection value, the employee's performance will increase by 0.295 units.

The regression coefficient of the selection variable (X2) is 0.656, which means that if the selection value is increased by 1 unit, with a constant or fixed recruitment value, the employee's performance will increase by 0.656 units.

Based on the hypothesis test conducted above, recruitment and selection have a significant effect on employee performance. Meanwhile, from hypothesis testing, it is also known that recruitment and selection simultaneously have a significant effect on employee performance.

Different results were obtained by Yunitasari (2017), in his research at PT. Himawari Wijaya Service, who concluded that recruitment and selection partially have a significant, but simultaneously no significant effect, on employee performance. Meanwhile, Syaibatul Aslamiyah Ginting (2018), indicates that recruitment, selection and competition partially and simultaneously have a significant effect on performance. employees at PT. BPR Syariah Builds Yogyakarta Citizenship.

The moderated multiple regression equation generated for this research data is given by $Y = 12,477 + 0.638X1 - 0.937X2 + 0.874Z - 0.009X1Z + 0.012X2Z$. The explanation of this moderated multiple regression is as follows:

The regression coefficient for the X1Z interaction is -0.009, which means that training moderates (attenuates, because it has a negative sign) the effect of recruitment on employee performance. However, the level of training moderation on the effect of recruitment on employee performance has a significant effect according to the hypothesis test.

The regression coefficient for the interaction of X2 with Z is 0.012 which also means that training moderates (strengthens, because it is positive) the effect of selection on employee performance. The level of training moderation on the effect of selection on employee performance and significant effect according to the hypothesis test.

Based on these two things, it can be concluded that training moderates significantly between recruitment and selection on employee performance. It should be noted in particular that training in the moderated multiple regression model in this study was treated as

an independent variable. There are 3 important things to note regarding training which is placed as an independent variable in this moderated multiple regression:

The regression coefficient for the training variable is 0.874. The value of the training regression coefficient is greater (meaning the effect is greater) than the recruitment and selection regression coefficients, which are 0.638 and -0.937, respectively.

For this training variable, $t_{count} = 9.150$, which is 0.02575 greater than the value of $t_{table} = 2.00575$ so that it meets the criteria $t_{count} > t_{table}$, and

Table 4.13 also shows that for this training variable, the significance value (Sig.) = 0.000, which is only 0.003 less than the significance level = 0.05 and meets the criteria of Sig. $< \alpha$.

CONCLUSION

Based on the analysis of the research results that have been discussed in the previous chapter, the following conclusions can be drawn:

1. The applied recruitment has a significant effect on the performance of the employees of PT. Medisafe Technologies.
2. The selection applied has a significant effect on the performance of employees of PT. Medisafe Technologies.
3. Recruitment and selection that are applied together have a significant effect on the performance of employees of PT. Medisafe Technologies.
4. Training significantly moderated the effect of recruitment on employee performance at PT. Medisafe Technologies.
5. Training significantly moderated the selection of employees performance at PT. Medisafe Technologies.

SUGGESTION

The company are required to pay more attention to the recruitment process, because the better and more precise the recruitment process is applied by the company, the company will get reliable and competent employees and this in turn will improve employee performance in accordance with the results achieved in this study.

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Kajel
Universitas Prima Indonesia
zimrenkaurr@gmail.com