Reslaj: Religion Education Social Laa Roiba Journal

The Effect of Recruitment on Employee Performance with Selection as a Moderating Variable

Syuryatman Desri[1], Evi Sirait[2], Teguh Setiawan Wibowo[3], Muhammad Eko Abrian Kusuma[4], Ahmadun[5]
Universitas Andalas, Indonesia[1], Politeknik Maritim Negeri Indonesia, Indonesia[2], STIE Mahardhika, Indonesia[3], Politeknik Ketenagakerjaan, Indonesia[4], Universitas Respati Indonesia, Indonesia[5]
syuryatmandesri@eb.unand.ac.id

ABSTRACT

Good recruitment carried out by a research company is believed to improve company performance because the human resources produced are not haphazard/high quality, are used to not being influenced by the habits of Collusion, Corruption and Nepotism, are educated, and have high integrity. Of course, this must be supported by good selection and must be implemented by a company so that employee performance can be achieved more easily. This research is quantitative research with an explanatory approach. The data in this research was distributed using an online questionnaire method to employees and a number of HRD PT. As many as 200 employees and 100 HRD are spread across Indonesia, all of which contain statements of agree, strongly agree, disagree, strongly disagree and indifferent. This data can also be called primary data. The result in this research show show a positive relationship and a significant influence on employee performance with a value of 0.031 which is smaller than the significance level of 0.05. Thus the first hypothesis and the researcher's first belief are accepted and can be proven. Not too different from the statement above, if a good recruitment process is accompanied by good results, high employee integrity, employee professionalism and the quality of human resources which will ultimately have an impact on employee performance will be easier to obtain. This can be proven by the results of the third table of Path Coefficients in this research which shows a positive relationship and a more significant influence on employee performance because the P-Values value is positive and has a more significant influence, namely 0.000, which is more significant than the direct test of 0.031. Thus the second hypothesis and second belief in this research can be accepted.

Keywords: *Recruitment, Employee Performance, Selection*

INTRODUCTION

Human resources play a very important role and cannot be separated from the organization, because human resources are the key that determines the development of the organization. Human resource management is a science or method of managing the relationships and roles of resources (workforce) owned by individuals efficiently and effectively and can be used optimally so that (goals) with the company, employees and society are maximized (Ricardianto, 2018). Sustainability An organization cannot be separated from good employee performance and good employee performance also influences employee work results.

Performance is the work result that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics (Afandi, 2018) To get employee performance that meets the criteria, an organization must carry out recruitment to get good employee performance which aims to get employees according to the abilities and skills that meet job specifications. Recruitment is searching for, finding, inviting and determining a number of people from within and outside the company as potential workers with certain characteristics as determined in human resource planning (Nuraeni, 2018).

According to (Kotler, 2008) it is the process of finding and involving the people the organization needs. According to (Dessler, 2013), recruitment is a buffer between planning and selecting new employees. (Jackson, 2010) state that recruitment is also about getting quality applicants for the company to fill vacant positions. According to (Sinambela, L., 2017), it is the process of attracting individuals according to needs at the right time, in sufficient numbers, with specified qualifications, and encouraging them to apply for work with the organization. It can be concluded that recruitment is an important thing for a company, because with people applying, the company's opportunity to get the best employees will become increasingly wide open because the company will have many of the best choices from the existing applicants.

According to (Mondy, 2008), recruitment is a process or action carried out by an organization to obtain additional employees through several stages, including identifying and evaluating sources of workforce attraction, determining workforce needs, selection, placement and orientation processes. labor. The aim of recruitment is to fill the vacancies needed by an organization according to their abilities and will help improve the quality of human resources for new employees. According to Sedarmayanti (2017), in practice, recruitment has several objectives to be achieved, namely: 1). Obtaining potential sources of labor 2). Obtain a number of applicants who meet the qualifications 3). Determine minimum criteria for prospective applicants 4). For selection needs.

According to (Sutanto, 2016), "recruitment is the process of searching for, finding and attracting applicants to become employees at and by a particular organization or part of a series of activities to search for and attract job applicants with the motivation, abilities, skills and knowledge identified in personnel planning" . In other words, recruitment is the process of searching and selecting workers who are based on certain qualifications and are hired according to their skills, in order to realize the hopes of an organization.

Basically, recruitment is an effort to fill vacant positions or jobs within an organization, for this there are sources from within (internal) and from outside (external). The indicators in the recruitment variable are: 1). Basics of recruitment: recruitment is the process of searching for and attracting prospective employees (applicants) who are able to apply as employees. This process begins when applicants are sought and ends when their applications are submitted. 2). Recruitment source:

This recruitment process is carried out if there is a department that needs new employees, this could be due to employees leaving their jobs or there is new work that must be done and requires additional employees. Employee recruitment to fill vacant positions can be done through two sources, namely internal recruitment and external recruitment. Recruitment withdrawal method: When there is a withdrawal of workers, information is only provided to certain employees or people. As a result, relatively few applications come in so the opportunity to get good employees is very difficult. When there is a withdrawal of workers, information is disseminated widely to the public by placing advertisements in mass media, both print and electronic. With this method, it is hoped that many applications will come in so that the opportunity to get qualified employees is greater (Sarinah, 2016).

There are a number of studies (Arviana & Ruswidiono, 2022); (Wildan et al., 2020); (Lina, 2020); (Mariska et al., 2023) & (Hany Nurulhadi, 2018) which shows the direction of a positive relationship and a significant influence of the recruitment variable on employee performance. In contrast to a number of studies above, this study adds a selection variable as a moderating variable which researchers believe can strengthen the relationship between the two variables above.

RESEARCH METHODS

Good recruitment carried out by a research company is believed to improve company performance because the human resources produced are not haphazard/high quality, are used to not being influenced by the habits of Collusion, Corruption and Nepotism, are educated, and have high integrity (Suwatno, 2011). Of course, this must be supported by good selection and must be implemented by a company so that employee performance can be achieved more easily. This research is quantitative research with an explanatory approach(Supriyanto, 2019). The data in this research was distributed using an online questionnaire method to employees and a number of HRD PT (Sugiyono, 2019). As many as 200 employees and 100 HRD are spread across Indonesia, all of which contain statements of agree, strongly agree, disagree, strongly disagree and indifferent. This data can also be called primary data(Abdurahman, 2016). These data were analyzed using the smart PLS 4.0 analysis tool with the following research model:
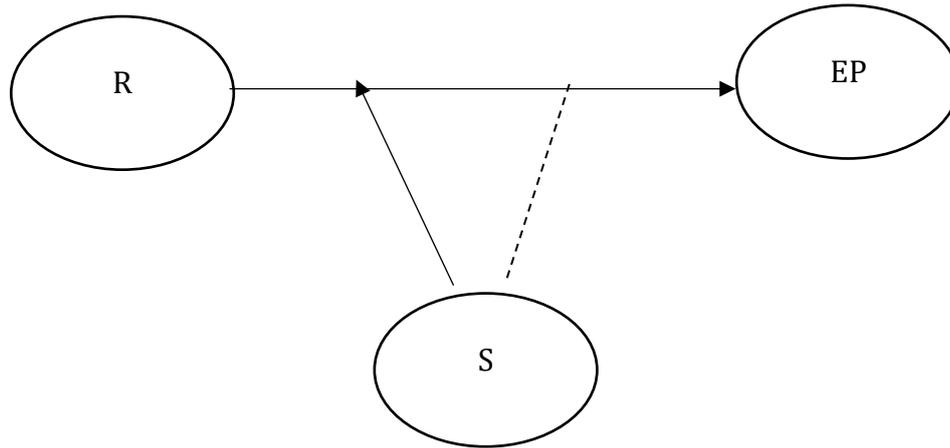
Figure 1. Model

Noted:
R: Recruitment
EP: Employee Performance
S: Selection
Hypothesis:
H1: The Influence of ecruitment on Employee Performance
H2: Selection Can Moderates The Influence of ecruitment on Employee Performance

RESULT AND DISCUSSION

Validity Test

The results of the first image relating to the hypothesis model show that the researcher has 2 hypotheses and beliefs, namely the Recruitment variable can have a positive relationship direction and a significant influence on employee performance and the Selection variable can moderate the relationship between these two variables. To confirm this, a validation test is needed on 14 question terms. in the questionnaire that has been distributed with the following results (Sarstedt et al., 2014):

Table 1. Validity Test

Variable	Item Qestion	Loading Factor
Recruitment (X1)	A good recruitment system can produce quality human resources	0.818
	Recruitment can improve employee performance	0.822
	Good recruitment can increase employee integrity	0.834

	Good recruitment can increase employee professionalism	0.821
	Good recruitment can keep employees away from the nature of KKN	0.827
	Good recruitment can distance a company from the nature of KKN	0.819
Employee Performance (Y)	Employee performance can be influenced by good recruitment	0.845
	Employee performance can be influenced by good selection	0.839
	Employee performance is the main thing the company must achieve	0.841
	Employee performance is the main thing that employees must achieve	0.844
Selection (Z)	Good selection can influence good recruitment	0.879
	Good selection can influence employee performance	0.886
	Good selection can increase employee integrity	0.898
	Good selection can increase employee professionalism	0.901

Valid : > 0.70

Reliability Test

14 question items consisting of 6 Recruitment variable question items, 4 Employee Performance variable question items, and 4 Selection variable question items have been answered by 200 Mitra Bangunan employees and 100 HRD Partners spread across Indonesia and have been declared valid. The next stage is to explore the Composite Reliability and Cronbach Alpha values on the Recruitment, Employee Performance and Selection variables to find out whether these variables are or not with the following reliability test results. (Ghozali, 2016):

Table 2. Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Recruitment	0.853	0.812	Reliable
Employee Performance	0.878	0.835	Reliable
Selection	0.921	0.881	Reliable

Reliable > 0.70

Path Coefficient

The results from table 1 of the validity test which tests 14 question items consisting of 6 question items for the Recruitment variable, 4 question items for the Employee Performance variable, and 4 question items for the Selection variable have been declared valid and the results of table 2 of the reliability test which tests the value of composite reliability and Cronbach's alpha at 3 variables consisting of Recruitment, Employee Performance and Selection variables have been declared reliable. So the final stage is to find out the Path Coefficient with the following results(Gujarati, 2013):

Table 3. Path Coefficient

	Variable	P-Values	Noted
Direct Influence	R->EP	0.031	Accepted
Indirect Influence	S* R->EP	0.000	Accepted

Significant Level > 0.05

In line with the researcher's statement above which shows that if a company implements a good recruitment system it will produce human resources that are good quality, professional and have high integrity so that ultimately employee performance will definitely be good. This is stated to be in line because the results of the third table of Path Coefficients show a positive relationship and a significant influence on employee performance with a value of 0.031 which is smaller than the significance level of 0.05. This is in line with research results (Arviana & Ruswidiono, 2022); (Wildan et al., 2020); (Lina, 2020); (Mariska et al., 2023) & (Hany Nurulhadi, 2018)which show the same results. Thus the first hypothesis and the researcher's first belief are accepted and can be proven.

Not too different from the statement above, if a good recruitment process is accompanied by good results, high employee integrity, employee professionalism and the quality of human resources which will ultimately have an impact on employee performance will be easier to obtain. This can be proven by the results of the third table of Path Coefficients in this research which shows a positive relationship and a more significant influence on employee performance because the P-Values value is positive and has a more significant influence, namely 0.000, which is more significant

than the direct test of 0.031. Thus the second hypothesis and second belief in this research can be accepted.

CONCLUSION

In line with the researcher's statement above which shows that if a company implements a good recruitment system it will produce human resources that are good quality, professional and have high integrity so that ultimately employee performance will definitely be good. This is stated to be in line because the results of the third table of Path Coefficients show a positive relationship and a significant influence on employee performance with a value of 0.031 which is smaller than the significance level of 0.05. This is in line with research results (Arviana & Ruswidiono, 2022); (Wildan et al., 2020); (Lina, 2020); (Mariska et al., 2023) & (Hany Nurulhadi, 2018)which show the same results. Thus the first hypothesis and the researcher's first belief are accepted and can be proven.

Not too different from the statement above, if a good recruitment process is accompanied by good results, high employee integrity, employee professionalism and the quality of human resources which will ultimately have an impact on employee performance will be easier to obtain. This can be proven by the results of the third table of Path Coefficients in this research which shows a positive relationship and a more significant influence on employee performance because the P-Values value is positive and has a more significant influence, namely 0.000, which is more significant than the direct test of 0.031. Thus the second hypothesis and second belief in this research can be accepted.

REFERENCES

Abdurahman, S. (2016). *Metodologi Penelitian*. Sinar Grafika.

Afandi, P. (2018). *Manajemen Sumber Daya Manusia*. Nusa Media.

Anggreni, G. ayu, & Febrina Hambalah. (2022). Pengaruh word of mouth terhadap keputusan pembelian produk scarlet whitening. *Aplikasi Administrasi: Media Analisa Masalah Administrasi*, *8*(2), 85–92. https://doi.org/10.30649/aamama.v25i2.49

Aprileny, I., Imalia, I., & Emarawati, J. A. (2020). Pengaruh Harga, Fasilitas Dan Lokasi Terhadap Keputusan Pembelian. *Ikraith Ekonomika*, *4*(3), 243–252. http://repository.stei.ac.id/id/eprint/2409

Arviana, N., & Ruswidiono, R. W. (2022). Pengaruh Rekrutmen, Seleksi, Dan Pelatihan Terhadap Produktivitas Kerja Karyawan Pt Shf. *E-Jurnal Manajemen Trisakti School of Management (TSM)*, *2*(3), 61–70. https://doi.org/10.34208/ejmtsm.v2i3.1587

Dessler, G. (2013). *Human resource management. Thirteenth Edition*. Pearson Education-Prentice Hall Publishing.

Febriansyah, F., & Triputra, G. (2021). Pengaruh Harga dan Kualitas Pelayanan terhadap Keputusan Pembelian Ulang dengan Kepuasan Konsumen sebagai Variabel Intervening. *Jurnal Bisnis Darmajaya*, *7*(1), 70–88. https://doi.org/10.30873/jbd.v7i1.2618

Fitriyani, S., Murni, T., & Warsono, S. (2019). Pemilihan Lokasi Usaha Dan Pengaruhnya Terhadap Keberhasilan Usaha Jasa Berskala Mikro Dan Kecil. *Managament Insight: Jurnal Ilmiah Manajemen*, *13*(1), 47–58. https://doi.org/10.33369/insight.13.1.47-58

Ghozali, I. (2016). *Aplikasi analisis multivariete dengan program (IBM. SPSS)*. Univrsitas Dipenogoro.

Gujarati. (2013). *). Dasar-Dasar Ekonometrika*. Cahaya Pelangi.

Hadiansyah, A., & Yanwar, R. P. (2017). Pengaruh Etos Kerja Terhadap Kinerja Karyawan PT. AE. *JURNAL Al-AZHAR INDONESIA SERI HUMANIORA*, *3*(2), 150. https://doi.org/10.36722/sh.v3i2.204

Hany Nurulhadi. (2018). PENGARUH REKRUTMEN, SELEKSI, DAN KEPUASAN KERJA TERHADAP KINERJA KARYAWAN PT ASELI DAGADU DJOKDJA. In *Gender and Development* (Vol. 120, Issue 1). http://www.uib.no/sites/w3.uib.no/files/attachments/1._ahmed-affective_economies_0.pdf%0Ahttp://www.laviedesidees.fr/Vers-une-anthropologie-critique.html%0Ahttp://www.cairn.info.lama.univ-amu.fr/resume.php?ID_ARTICLE=CEA_202_0563%5Cnhttp://www.cairn.info.lama

Indah Saraswati, N. M., Hilmiati, H., & Rusminah, R. (2023). Pengaruh Suasana Toko Dan Lokasi Terhadap Keputusan Pembelian Konsumen Di Ruby Kota Mataram. *Jmm Unram - Master of Management Journal*, *12*(3), 262–274. https://doi.org/10.29303/jmm.v12i3.796

Jackson. (2010). *Pengelolaan Sumber Daya Manusia (Benny Prihartanto, Penerj., 10th edition)*. Salemba Empat Riduwan & K.

Kotler, P. (2008). *Prinsip-prinsip Pemasaran. Diterjemahankan oleh Bob Sabran. ed. 12 jd. 1*. Erlangga.

Kurniawan, B. W., & Saputra, B. M. (2022). Brand Ambassador Dan E-Word Of Mouth Pengaruhnya Terhadap Kepuasan Konsumen Melalui Keputusan Pembelian pada Marketplace Indonesia. *Aksara: Jurnal Ilmu Pendidikan Nonformal*, *8*(3), 1967. https://doi.org/10.37905/aksara.8.3.1967-1976.2022

Lina, R. (2020). Pengaruh Rekrutmen Terhadap Kinerja Karyawan. *Scientific Journal of Reflection: Economic, Accounting, Management and Business*, *3*(3), 281–290. https://doi.org/10.5281/zenodo.3930694

Mariska, S., Halin, H., & Veronica, M. (2023). Pengaruh Rekrutmen dan

Pengembangaan Karir terhadap Kinerja Pegawai Pada Kantor DPRD Provinsi Sumatera Selatan. *Jurnal Bisnis, Manajemen, Dan Ekonomi*, *4*(3), 325–337. https://doi.org/10.47747/jbme.v4i3.1320

Mondy, R. W. (2008). *Manajemen Sumber Daya Manusia, edisi 10*. Erlangga.

Nugraha, F. A. A., Suharyono, & Kusumawati, A. (2015). PENGARUH WORD OF MOUTH TERHADAP KEPUTUSAN PEMBELIAN DAN KEPUASAN KONSUMEN (Studi pada Konsumen Kober Mie Setan jalan Simpang Soekarno-Hatta nomor 1-2 Malang). *Jurnal Administrasi Bisnis (JAB)*, *22*(1), 1–7.

Nuraeni, N. (2018). Penerapan Metode Simple Additive Weighting (SAW) Dalam Seleksi Calon Karyawan. *Swambumi*, *6*(1), 63.

Ricardianto, P. (2018). *Human Capital Management*. In Media.

Sarinah. (2016). The Effect of Recruitment and Employee Selection on Employee Placement and Its Impact Towards Employee Performance at PT. Sriwijaya Air. *Jurnal Manajemen Transportasi & Logistik (JMTranslog)*, *3*(1), 24.

Sarstedt, M., M. Ringle, C., Smith, D., Reams, R., & Hair Jr, J. F. (2014). Partial least squares structural equation modeling (PLS-SEM): A useful tool for family business researchers. *Journal of Family Business Strategy*, *5*(1), 105–115.

Sinaga, O., Irianto, H., & Widiyanti, E. (2017). Menurut Hasan, WoM merupakan sebuah sanjungan, atau saran yang positif, komentar atau testimonial pelanggan seputar pengalaman pribadi mereka atas layanan jasa serta produk yang memengaruhi sebuah keputusan pembelinya atau perilaku pembelian mereka (Hasan. *AGRISTA*, *5*(1), 79–88.

Sinambela, L., P. (2017). *Manajemen Sumber Daya Manusia. Jakarta: Bumi Aksara*. Bumi Aksara.

Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, R&D*.

Supriyanto, A. S. (2019). *Riset Manajemen Sdm.* Inteligensia Media.

Sutanto. (2016). The Impact of Recruitment, Employee Retention and Labor Relations to Employee Performance on Batik Industry in Solo City, Indonesia. *International Journal of Business and Society*, *17*(2), 35.

Suwatno. (2011). *Manajemen SDM dalam organisasi Publik dan Bisnis*. Alfabeta.

Wibowo, A., Ruliana, P., Yulianto, K., Tinggi, S., Komunikasi, I., Studi, I., Manajemen, S., Internasional, U., Indonesia, L., Plaza, M., Breeze, T., Ilmu, F., Budaya, P., Indonesia, U., & Depok, K. (2021). Komunikasi Word of Mouth sebagai Penentu Keputusan Membeli Produk. *Jurnal Pewarta Indonesia*, *3*(2), 86–94.

Wildan, M. A., Saleh, A. M., & Imron, M. A. (2020). Strategi Rekrutmen Dalam Peningkatan Kinerja Karyawan Media Pers Indonesia. *IDEI: Jurnal Ekonomi &*

Reslaj: Religion Education Social Laa Roiba Journal

Bisnis, *1*(1), 1–7. https://doi.org/10.38076/ideijeb.v1i1.7