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

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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 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 Recruitment on Employee Performance
H2: Selection Can Moderates The Influence of Recruitment 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

<table>
<thead>
<tr>
<th>Variable</th>
<th>Item Question</th>
<th>Loading Factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment (X1)</td>
<td>A good recruitment system can produce quality human resources</td>
<td>0.818</td>
</tr>
<tr>
<td></td>
<td>Recruitment can improve employee performance</td>
<td>0.822</td>
</tr>
<tr>
<td></td>
<td>Good recruitment can increase employee integrity</td>
<td>0.834</td>
</tr>
<tr>
<td>Variable</td>
<td>Statement</td>
<td>Reliability</td>
</tr>
<tr>
<td>----------</td>
<td>-----------</td>
<td>-------------</td>
</tr>
<tr>
<td>Employee Performance (Y)</td>
<td>Good recruitment can increase employee professionalism</td>
<td>0.821</td>
</tr>
<tr>
<td></td>
<td>Good recruitment can keep employees away from the nature of KKN</td>
<td>0.827</td>
</tr>
<tr>
<td></td>
<td>Good recruitment can distance a company from the nature of KKN</td>
<td>0.819</td>
</tr>
<tr>
<td></td>
<td>Employee performance can be influenced by good recruitment</td>
<td>0.845</td>
</tr>
<tr>
<td></td>
<td>Employee performance can be influenced by good selection</td>
<td>0.839</td>
</tr>
<tr>
<td></td>
<td>Employee performance is the main thing the company must achieve</td>
<td>0.841</td>
</tr>
<tr>
<td></td>
<td>Employee performance is the main thing that employees must achieve</td>
<td>0.844</td>
</tr>
<tr>
<td>Selection (Z)</td>
<td>Good selection can influence good recruitment</td>
<td>0.879</td>
</tr>
<tr>
<td></td>
<td>Good selection can influence employee performance</td>
<td>0.886</td>
</tr>
<tr>
<td></td>
<td>Good selection can increase employee integrity</td>
<td>0.898</td>
</tr>
<tr>
<td></td>
<td>Good selection can increase employee professionalism</td>
<td>0.901</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Variable</th>
<th>Composite Reliability</th>
<th>Cronbach Alfa</th>
<th>Noted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment</td>
<td>0.853</td>
<td>0.812</td>
<td>Reliable</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>0.878</td>
<td>0.835</td>
<td>Reliable</td>
</tr>
<tr>
<td>Selection</td>
<td>0.921</td>
<td>0.881</td>
<td>Reliable</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Direct Influence</th>
<th>Variable</th>
<th>P-Values</th>
<th>Noted</th>
</tr>
</thead>
<tbody>
<tr>
<td>R-&gt;EP</td>
<td></td>
<td>0.031</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

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.

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