

The Influence of Recruitment, Selection and Work Ability on Employee Performance at PT. Sabda Maju Bersama Pekanbaru

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ABSTRACT

The purpose of this study was to determine the effect of recruitment, selection, and work ability on employee performance at PT. Sabda Maju Bersama Pekanbaru. The data analysis in this study was quantitative using multiple linear regression methods and the data was analyzed using the SPSS program. Based on the results of this research, it shows that recruitment has an effect on employee performance at PT. Sabda Maju Bersama Pekanbaru. Selection affects the performance of employees at PT. Sabda Maju Bersama Pekanbaru. Work ability affects the performance of employees at PT. Sabda Maju Bersama Pekanbaru. Simultaneously the recruitment, selection, and work ability variables have a significant effect on the employee performance variables at PT. Sabda Maju Bersama Pekanbaru. The R Square value of 0.539 or 53.9% means that the employee performance variable is influenced by recruitment, selection, and work ability while the remaining 46.1% is influenced by other variables not used in this study.

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INTRODUCTION

In order to achieve company or organizational goals, human resources are a very important factor. High-quality human resources are the key to modern technological progress. From an internal perspective, businesses face issues such as performance, productivity, time, and the environment. To help companies deal with the various problems and difficulties they face, employee needs both in terms of quantity and quality must be a top priority from a human resources perspective in a broad sense. Therefore, one of the company's functions is to manage human resources well to increase organizational efficiency and effectiveness.

Human Resources (HR) are very important assets for a company to achieve company goals. Human resources are the key to the success of an organization or company, and their role in planning, implementing and controlling the business determines its success. According to Gomes (in Mangkunegara), proper employee performance is one of the factors that determines how well a company carries out its operations to achieve company goals (Anwar Prabu Mangkunegara, 2017).

According to Kasmir, performance is defined as work results and work behavior achieved over a certain period of time in completing assigned tasks and responsibilities (Kasmir, 2016). This shows that employee performance is one of the important factors that determines the success and survival of a company. Human resources are an important part of business operations. Because without good employee performance, the organization will not be able to achieve its goals.

Recruitment is one component that influences employee performance. Simamora said that recruitment is a series of actions aimed at finding and attracting candidates with the motivation, abilities, skills and knowledge necessary to fulfill deficiencies in personnel planning (Simamora, 2012). On the other hand, Kasmir said that selection is a continuation of the previous recruitment process, which means that the results of the recruitment carried out by the company are then selected to determine the best candidate for the position (Kasmir, 2016). The main objective of the recruitment and selection process is to find and identify employees who meet the company's requirements, who will then transform the company according to its goals.

If the recruitment and selection process is carried out well, quality employees will be obtained. Because companies cannot use technological advances if they do not have sufficient capabilities and skills. Ability is a very important factor in improving a person's performance in the workplace.

Recruitment is the process of searching, finding and attracting candidates to work for a company. The aim of the recruitment process is to obtain the desired number of employees who meet the requirements for the available positions. One of the problems that often occurs when hiring is that the company's requirements for employees do not match the employee's own skills and abilities, which in turn causes employee performance to decline. If employees do not have the necessary abilities or qualifications, they will have

difficulty carrying out the assigned tasks, which means they will not be able to achieve their performance targets.

The candidate's age, experience and gender must match the qualifications requested by the company. Company PT. Sabda Maju Bersama Pekanbaru requires strong and healthy candidates because age can affect employee performance. One of the phenomena of internal selection is that companies do not carry out internal selection because employees who will move to a new position have worked at the company for a long time, so they are promoted to another position.

According to interviews with employees of PT. Sabda Maju Bersama Pekanbaru on January 19 2023, several employees received a salary increase because they had worked there for a long time. They said they did not have the educational qualifications, experience, or age that the company required. According to Robbins and Judge, ability is a person's ability to complete the tasks given to him. This shows that management must pay attention to the abilities of their employees because employee performance will not be effective if it is not commensurate with their abilities (Robbins & Judge, 2015).

In an interview with HRD, on January 19 2023, it was discovered that this phenomenon was caused by the placement of employees who were not optimal in their positions. This is because employee recruitment is only based on the employee's basic abilities. Therefore, recruiting employees according to their needs and abilities is an important part of the recruitment and selection process.

METHODOLOGY

PT Sabda Maju Bersama is located in Air Putih Village, Tampan District, Pekanbaru City. This research utilizes a quantitative descriptive approach. Primary data and secondary data are data sources used to analyze this research. This research involved all employees of PT Sabda Maju Bersama Pekanbaru, totaling 56 respondents, as a saturated sample or census sampling. The research uses documentation and questionnaires as data collection techniques. With independent variables consisting of recruitment, selection, work ability. Employee performance is the dependent variable. Multiple linear regression analysis was used to analyze the data.

RESULTS AND DISCUSSION

Description of Respondent Characteristics

Respondents based on age were dominated by those aged over 40 years with the number of respondents being 25 (44,6%) respondents who worked at PT. Sabda Maju Bersama Pekanbaru. Based on years of work, the majority were those with work periods of more than 3 years with 19 (33,9%) respondents. Based on educational background, employees of the processing section of PT. Sabda Maju Bersama Pekanbaru is dominated by employees with a high school educational background, namely 28 (50%) respondents.

Validity Test

The following are the results of the validity test based on the distribution of the questionnaire carried out as follows:

Table 1. Validity Test Results

Variable	Statement	r test	r table	Information
Recruitment (X1)	X1.1	0,740	0,263	Valid
	X1.2	0,499	0,263	Valid
	X1.3	0,707	0,263	Valid
	X1.4	0,471	0,263	Valid
	X1.5	0,720	0,263	Valid
	X1.6	0,687	0,263	Valid
	X1.7	0,382	0,263	Valid
	X1.8	0,752	0,263	Valid
Selection (X2)	X2.1	0,567	0,263	Valid
	X2.2	0,715	0,263	Valid
	X2.3	0,566	0,263	Valid
	X2.4	0,515	0,263	Valid
	X2.5	0,576	0,263	Valid
	X2.6	0,560	0,263	Valid
	X2.7	0,438	0,263	Valid
	X2.8	0,679	0,263	Valid
Work Ability (X3)	X3.1	0,645	0,263	Valid
	X3.2	0,575	0,263	Valid
	X3.3	0,604	0,263	Valid
	X3.4	0,763	0,263	Valid
	X3.5	0,793	0,263	Valid
	X3.6	0,513	0,263	Valid
	X3.7	0,843	0,263	Valid
	X3.8	0,747	0,263	Valid
Performance (Y)	y1.1	0,689	0,263	Valid
	y1.2	0,656	0,263	Valid
	y1.3	0,655	0,263	Valid
	y1.4	0,654	0,263	Valid
	y1.5	0,366	0,263	Valid
	y1.6	0,375	0,263	Valid
	y1.7	0,449	0,263	Valid

Source: Research Processed Data of SPSS 26, (2023)

Based on Table 1, the results of the validity test recapitulation can be stated that the measuring instrument used in this research is declared valid or capable of measuring the phenomenon under study, with the results for each questionnaire statement per

variable it can be seen that the Corrected item-total correlation value is greater than 0,263. This shows that the data has met the validity test and can be used in multiple linear regression analysis.

Reliability Test

The following is a table of reliability test results for this research.

Table 2. Reliability Test Results

N	Variable	Cronbach's Alpha	Criteria	Information
1	Recruitment (X1)	0,775	0,6	Reliable
2	Selection (X2)	0,704	0,6	Reliable
3	Work Ability (X3)	0,833	0,6	Reliable
4	Performance (Y)	0,620	0,6	Reliable

Source: Research Processed Data of SPSS 26, (2023)

Based on Table 2, the Cronbach's alpha value for each variable is greater than 0,60. These results indicate that each variable is reliable and worthy of being tested in this research.

Normality Test

That the normality test aims to test whether the data is normally distributed or not. It can be said to be normal if the probability (sig.) > 0.05 (Ghozali, 2018). Table 3. is a table of normality testing data that has been tested.

Table 3. Normality Test (Kolmogorov)

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		56
Normal Parameters ^b	Mean	,0000000
	Std. Deviation	1,52459860
Most Extreme Differences	Absolute	0,075
	Positive	0,075
	Negative	-0,074
Test Statistic		0,075
Asymp. Sig. (2-tailed)		0,200 ^{c,d}

Test distribution is Normal

Source: Research Processed Data of SPSS 26, (2023)

Based on Table 3, it can be seen that the significance of 0,200 is greater than the alpha value of 0,05. This means that the standardized residual value is declared to be spread normally.

Multicollinearity Test

Multicollinearity testing by looking at the VIF (Variance Inflation Factor) value in this study is as follows.

Table 4. Multicollinearity Test

Model	Coefficients	
	Collinearity Statistics	
	Tolerance	VIF
1 Recruitment (X1)	0,953	1,050
Selection (X2)	0,928	1,078
Work Ability (X3)	0,925	1,081

a. Variable: Performance (Y)

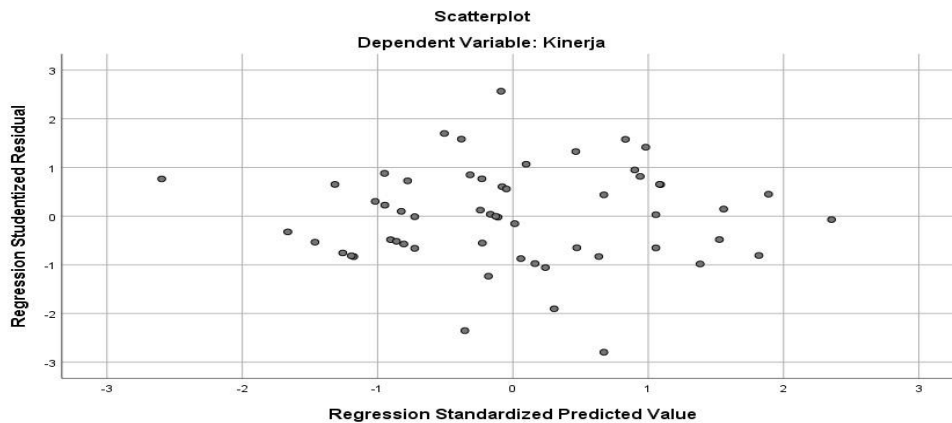
Source: Research Processed Data of SPSS 26, (2023)

Based on Table 4, the tolerance value for the recruitment variable (X1) is 0,953 > 0,1; The selection tolerance value (X2) is 0,928 > 0,1 and the tolerance value for the work ability variable (X3) is 0,925 > 0,1. This means that the three independent variables do not have multicollinearity. For the VIF value of the recruitment variable, it is 1,050 < 10 selection is 1,078 < 10 and work ability is 1,081 < 10. This means that multicollinearity does not occur in these three variables.

Heteroscedasticity Test

According to (Suliyanto 2011), the heteroscedasticity test aims to test whether the regression model has unequal variance from the residuals of one observation to another. If the variance from the residual from one observation to another is constant, it is called homoscedasticity and if it is differen, it is called heteroscedasticity. The heteroscedasticity test using the graphic analysis method was carried out by observing the scatterplot.

Figure 2. Heteroscedasticity Test



From the test results it was found that there was no clear pattern in the scatterplot, so there was no heteroscedasticity problem.

Multiple Linear Regression

Based on the results of data processing using SPSS version 26, a table of the influence between the Price Discount and In-store Display variables on Impulse Buying can be created as follows:

Table 5. Multiple Regression Analysis

		Coefficients				
Model		Unstandardized Coefficients		Standardize	t	Sig.
		B	Std. Error	d Coefficients Beta		
1	(Constant)	4,420	3,632		1,217	0,229
	Recruitment (X1)	0,117	0,058	0,195	2,024	0,048
	Selection (X2)	0,522	0,079	0,646	6,614	0,000
	Work Ability (X3)	0,247	0,052	0,463	4,729	0,000

a. Dependent Variable: Performance (Y)

Source: Research Processed Data of SPSS 26, (2023)

Based on the calculation results of multiple linear regression analysis, the following multiple regression equation is obtained:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y = 4,420 + 0,117 X_1 + 0,522 X_2 + 0,247 X_3 + e$$

Information:

- Y = Performance
- a = Constanta
- b₁, b₂ = Coefficient regression
- X₁ = Recruitment
- X₂ = Selection
- X₃ = Work Ability
- e = Standar Error

From the calculation results and statistical analysis equation of the multiple linear regression coefficient above, it can be interpreted as follows:

1. The constant value (a) is 4,420. This means that if recruitment, selection, and work ability are assumed to be zero (0), then employee performance is 4,420.
2. The regression coefficient value of 0,117 states that if the recruitment variable increases by 1 unit, then employee performance will increase by 0,117.
3. The regression coefficient value of 0,522 states that if the selection variable increases by 1 unit, then employee performance will increase by 0,522.
4. The regression coefficient value of 0,247 states that if the work ability variable increases by 1 unit, then employee performance will increase by 0,247.
5. The standard error (e) is a random variable and has a probability distribution that represents all factors that influence Y but are not included in the equation.

F Test

Based on the regression test carried out, the calculated F value is obtained as follows:

Table 6. Calculated F Test

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	149,587	3	49,862	20,282	0,000 ^b
	Residual	127,842	52	2,459		
	Total	277,429	55			

a. Dependent Variable: employee performance

b. Predictors: (Constant), recruitment, selection, work ability

Source: *Research Processed Data of SPSS 26, (2023)*

It is known that the calculated F is 20,282 with a significance of 0.000, F table = 2,78. Thus it is known that F count (20,282) > F table (2,78) with Sig. (0.000) < 0.05, so H₀ is rejected and H₁ is accepted, meaning that recruitment, selection, and work ability have a simultaneous influence on employee performance at PT. Sabda Maju Bersama Pekanbaru.

Partial Test (T-Test)

The following are the results of multiple linear regression testing in this study, the t-statistics were obtained as follows:

Table 7. Partial Test (t-Test)

Model	Coefficients					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Tolerance	VIF
	B	Std. Error	Beta				
(Constant)	4,420	3,632		1,217	0,229		
1 Recruitment (X1)	0,117	0,058	0,195	2,024	0,048	0,953	1,050
Selection (X2)	0,522	0,079	0,646	6,614	0,000	0,928	1,078
Work Ability (X3)	0,247	0,052	0,463	4,729	0,000	0,925	1,081

Dependent Variable: Performance (Y)

Source: *Research Processed Data of SPSS 26, (2023)*

It is known that the t-table value is 2,007. Based on the research results, it is known as follows:

- a. Recruitment, it is known that t count (2,024) > t table (2,007) or Sig. (0,048) < 0.05. This means that the recruitment variable has a significant effect on employee performance at PT. Sabda Maju Bersama Pekanbaru.
- b. Selection, it is known that t count (6,614) > t table (2,007) or Sig. (0,000) < 0.05. This means that the selection variable has a significant effect on employee performance at PT. Sabda Maju Bersama Pekanbaru.
- c. Work ability, it is known that t count (4,729) > t table (2,007) or Sig. (0,000) < 0.05. This means that the work ability variable has a significant effect on employee performance at PT. Sabda Maju Bersama Pekanbaru.

Determination Coefficient Test (R²)

The following are the results of the simple coefficient of determination test in this study, the t-statistics were obtained as follows. For more details, see table 8. below:

Table 8. Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,734 ^a	0,539	0,513	1,56796

a. Predictors: (Constant), Recruitment, Selection, Work Ability

Source: Research Processed Data of SPSS 26, (2023)

From the research results, it is known that the R-value is 0,734, which means the relationship between the Independent Variable (recruitment, selection, and work ability) and the dependent variable (employee performance) is 73,4%, which means the correlation is strong. Meanwhile, the Adjusted R Square value is 0,539, which means that the contribution of the recruitment, selection, and work ability variables to the employee performance variable at PT. Sabda Maju Bersama Pekanbaru is 53,9%, while the remaining 46,1% is influenced by other variables not studied.

Discussion

The results of this research show that the Recruitment variable influences employee performance with a calculated t value (2.024) > t table (2.007) and Sig. (0.048) < (0.05). This means that the Recruitment variable (X1) partially has a significant effect on the employee performance variable (Y) at PT. Sabda Maju Bersama Pekanbaru. Recruitment is the process of finding prospective employees who have abilities that match the qualifications and needs of an organization or company. Implementation of withdrawals that are not by the specified design can cause problems that demand high funds, such as non-compliance with individual assignments in mandated positions, increased employee absenteeism, and always being late.

By the results of the employee's statement, they feel that there is a mismatch between the qualifications required by the company and the qualifications that the employee has so the employee feels less able to carry out their duties in their field.

This research is by research conducted by Reni Hindriani with the title "The Influence of Recruitment and Selection on Employee Performance at PT Boga Lestari Sentosa" which states that the results of the research show that there is a positive and significant influence in particular between recruitment and employee performance at PT Sentosa Sustainable Food (Hindriani, 2018). This shows that the implementation of recruitment in particular has an impact on employee performance, where the better the recruitment, the impact on employee performance will be greater.

The Effect of Selection on Employee Performance

The results of this research show that the Selection variable influences employee performance with a calculated t value (6.614) > t table (2.007) and Sig. (0.000) < (0.05). This means that Selection (X₂) partially has a significant effect on the Performance variable (Y) at PT. Sabda Maju Bersama Pekanbaru. Selection is the activity of selecting and determining which applicants are accepted or rejected to become company employees. If the selection is carried out well then work performance will increase, if the selection is carried out poorly then work performance will decrease. Employee selection activities generally focus on the knowledge, skills, and capacity of people and the demands of the activity, opportunities for work performance will decrease, absenteeism turnover will increase, and other human resource problems will be high.

This research is by research conducted by Reni Hindriani with the title "The Influence of Recruitment and Selection on Employee Performance at PT. Boga Lestari Sentosa" which states that the results of the research show that there is a strong influence (Hindriani, 2018). This shows that there is a partial positive and significant influence between selection on the performance of PT. Sentosa Sustainable Food.

The Influence of Ability on Employee Performance

The results of this research show that the work ability variable influences employee performance with a calculated t value (4.729) > t table (2.007) and Sig. (0.000) < (0.05). This means that the work ability variable (X₃) partially has a significant effect on the employee performance variable (Y) at PT. Sabda Maju Bersama Pekanbaru. One of the factors that influence performance is work ability, with a person's ability to work, he will be able to complete his tasks well, and on time according to what has been determined.

This research is by research conducted by Putu Andika AG, Ketut Setia S, and Gede Rihayana with the title "The Influence of Organizational Climate, Work Ability and Work Motivation on Employee Performance at PT. Adika Jaya Dewata Denpasar" which states that the results of the research show that work ability has a positive and significant effect on employee performance at PT Adika Jaya Dewata Denpasar (Guna, 2022).

The Influence of Recruitment, Selection, and Work Ability on Employee Performance

After carrying out the simultaneous test, it can be seen that the Fcount value is (20.282) with significance (0.000) and the total Ftable statistic is (2.78). Thus it can be seen that Fcount is (20.282) > Ftable (2.78) with a significance of $0.000 < 0.05$. This means that simultaneously recruitment, selection, and work ability performance have a positive and significant influence on employee performance at PT. Sabda Maju Bersama Pekanbaru.

It can be seen that the value is 20.282, so it can be concluded that a strong relationship is found between the independent variable and the dependent variable. Meanwhile, the adjusted R square value is 0.539. This shows that overall the Recruitment, Selection, and Work Ability variables have a significant influence of 53.9% on employee performance, while the remaining r of 46.1% is influenced by other variables that were not included and used by researchers. in this research.

his research is by research conducted by Reni Hindriani with the title "The Influence of Recruitment and Selection on Employee Performance at PT. Boga Lestari Sentosa" which states that the results of the research show that there is a strong influence, this shows that there is a partial positive and significant influence between recruitment and the performance of PT Boga Lestari Sentosa (Hindriani, 2018). Research conducted by Putu Andika A.G, Ketut Setia S, and Gede Rihayana with the title "The Influence of Organizational Climate, Work Ability and work motivation on employee performance at PT Adika Jaya Dewata Denpasar" states that the results of the research show that work ability has an influence positive and significant on employee performance at PT. Adika Jaya Dewata Denpasar (Guna, 2022).

CONCLUSION

Based on the results of research that has been carried out, the results of this research conclude that recruitment has a partial and significant effect on performance at PT. Sabda Maju Bersama Pekanbaru because it is known that tcount (2.024) > t table (2.007) and sig. (0.048) < (0.05). Partially, selection has a significant and influential effect on employee performance at PT. Sabda Maju Bersama Pekanbaru because it is known that count (6.614) > ttable (2.007) and Sig. (0.000) < (0.05). Work ability partially and significantly influences employee performance at PT. Sabda Maju Bersama Pekanbaru because it is known that tcount (4.729) > t table (2.007) and Sig. (0.000) < (0.05).

Simultaneously, it is known that the Fcount is 20.282 with a significance of 0.000 and the total Ftable statistic is 2.78. Thus, it can be seen that Fcount is (20.282) > Ftable (2.78) with a significance of $0.000 < 0.05$. This means that simultaneously recruitment, selection, and work ability have a positive and significant influence on employee performance at PT. Sabda Maju Bersama Pekanbaru.

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