THE INFLUENCE OF RECRUITMENT AND JOB TRAINING ON EMPLOYEE PERFORMANCE

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ABSTRACT---This study aims to determine the recruitment, job training and employee performance of CV. Megah Karya and as well to find out how big the influence of the recruitment and job training to the employee performance of CV. Megah Karya. Research method used is descriptive-verification method. The sample in this research are the production employees of CV. Megah Karya as much as 30 respondents. The technique used in sampling is non probability sampling with saturated sampling technique. The data processing is done by classical assumption test, correlation coefficient analysis, coefficient of determination analysis, and hypothesis testing (t and F test). Based on the research results can be concluded that there is no significant influence between the recruitment to the employee performance of CV. Megah Karya. There is significant influence between job training to the employee performance of CV. Megah Karya and there is significant influence between recruitment and job training simultaneously to the employee performance of CV. Megah Karya, while the rest is influenced by variable outside this research.

Keywords---Recruitment, Job Training, Employee Perfomance.

I. PRELIMINARY

Competitive pressure in the business world that is increasingly growing and tight requires companies to think about how companies adapt to the ever changing environment, it is very important for companies to understand the importance of obtaining and developing company human resources because it can improve the performance of the company. But in reality, not all companies have quality human resources that can improve company performance in order to achieve the company's goals.

According to Rivai (2014: 87), performance appraisal (performance evaluation) is a process for measuring or calculating the results of work done by a person or group of people in an organization. In other words, performance appraisal is determined by the results of human resource (HR) activities with the performance standards set by the organization. The higher the quality of employees, the higher the increase in productivity which encourages increased efficiency and efficiency of output produced by employees, so that employees will be able to produce quality work.

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The quality of human resources has a significant importance to the needs of employees to achieve the goals of the company or organization. Qualified employees will be able to improve quality work results with efficient costs. The problem of performance is a challenge that will always be questioned by management that can be set by the organization, therefore management needs to know what factors can improve employee performance.

According Sedarmayanti (2018: 61) argues that "globalization is accompanied by a revolution in communication and information, advances in science and technology and increasingly fierce competition require high quality human resources so that the recruitment process plays an important role because the performance of the organization / company will forever depend on HR performance". The recruitment process is very vital in a company. Accuracy in recruitment can be very vital in a company and can improve the influenceiveness and efficiency of a company's operations.

In addition to the recruitment of other factors that can improve the performance of employees, one of them is the development of the ability / skills of employees through employee training programs. The process of producing reliable and professional employees is not only determined from the recruitment process, training is also needed to develop the individual abilities of each employee. Good and advanced human resources quality will have a positive influence on the agency itself. In order for the company to progress and compete with its competitors, competent and qualified employees are needed to support the company's progress. To make these employees qualified, of course the company must hold certain trainings to improve the quality of the human resources in it.

According to Widodo (2015: 82), training is a series of individual activities in systematically increasing expertise and knowledge so as to be able to have professional performance in their fields. Training is a learning process that allows employees to carry out work that is now in accordance with standards. With the training conducted by the company the employee can find out how to work properly and correctly in accordance with the operational standards set by the company and will make employees more masterful in their work, so that the company can achieve the target to be achieved in the future.

Employees need to be trained and enhanced their skills because they are valuable assets for a company to develop and compete with its competitors. The problem that often occurs is in new employees where most of them do not have the ability according to the criteria and are not yet skilled in working in a company or organization, so in this case the company must more often conduct training specifically for the new employee. The training is certainly not only done for new employees but also for old employees the aim is to further enhance their expertise and skills at work so that later employees can become trainers for new employees in the company. The implementation of the training must be carried out consistently by the company, the implementation must also be adjusted to the needs of the types of work of each employee and also supported by the ability of employees to take part in a series of training processes that are carried out so that it is expected to later be able to improve the performance of these employees.

Competition in the world of convection industry makes companies have to put extra effort to rack their brains to come up with new ideas that are creative and innovative, and can manage existing resources so that the company's goals can be

achieved. Rapid changes in business require them to be more able to adapt, have a competitive edge, be able to change directions quickly and focus on consumers.

CV. Megah Karya is a company engaged in the convection industry that produces apparel both for men and women such as clothes, pants, jackets, etc., and markets its goods by providing two brand names namely MKY Clothing and The Pink Label which are centered on Jalan Jenderal Sudirman 725B Bandung. In marketing its products, in addition to selling its products online, MKY clothing also expands to shopping centers in Bandung, Jakarta and Cirebon. Besides that, CV. Megah Karya also accepts orders for other parties who want to make clothes using their convection services.

The company, which was just established in 2013, continues to experience increased production due to the increasing number of orders and sales. But the increase in production is not accompanied by an increase in employee performance too, in the last 3 years the company has a problem where the number of defective products is increasing every year.

Krisna said that the phenomenon of increasing the number of defective products every year is due to the increased production target that is not accompanied by adequate tailors, due to meet the shortage of tailors the company conducts tailor recruitment carried out without prior testing. Because of the difficulty of finding a reliable tailor, the company recruits anyone as long as it has a background as a tailor even though the background is not appropriate because previously it was a hat and tailor tailor. This certainly does not match the needs of companies that require tailors with a specialization in clothing, besides that the company also only provides training for three days at the beginning of the work period carried out by senior employees due to the pursuit of production time to meet the increasing market demand.

Kresna Januar said another thing that might be the cause of the increasing number of defects was the increase in the number of production which was not accompanied by the addition of quality control employees who did not increase even though the burden was higher. This of course results in the time given to carry out quality control of the product to be reduced and because the company is pursuing production time to meet the increasing market demand, this can certainly reduce the accuracy of employees in carrying out the quality inspection process.

II. LITERATURE REVIEW

Recruitment

The process of getting quality human resources is inseparable from a clear and good recruitment system. Because recruitment is a human resource management plan regarding the number of employees needed, when needed, and what criteria are needed in an organization. Recruitment is basically an effort to fill vacant positions or jobs within an organization or company, for that there are two sources of labor, namely sources from outside (external) organizations or from within (internal) organizations.

Hasibuan (2014: 110) states that "Recruitment is an effort to find and influence workers, so they want to apply for vacancies in an organization". Meanwhile, according to Simamora (2015: 96) stated that "Recruitment is a series of activities to find and attract job applicants with the motivation, ability, expertise, and knowledge needed to cover the deficiencies identified in staffing planning".

According to Hasibuan (2014: 41) dimensions and indicators of the recruitment process variables include:

1) Basic Recruitment

   Must be guided by job specifications that have been determined to occupy the position.

2) Recruitment Sources

   a) Internal Source

      Displays employees who meet the standards of the vacant position.

   b) External Source

      Employees who fill vacant positions are recruited from sources of labor outside the company.

3) Recruitment Method

   a) Closed Method

      Recruitment is only given to certain employees or individuals.

   b) Open Method

      Recruitment is widely informed by advertising and spreading it to the public.

Job Training

Human resources are very important role in an organization or company, so in this case, the ability and insight and performance of employees must be considered in order to provide good feedback for mutual achievement so that training for employees is very important in providing the skills / abilities of the employees themselves.

Gary Dessler (2015: 263) states that "Job training is a process of teaching new or existing employees, the basic skills they need to carry out their work. Training is one of the efforts in improving the quality of human resources in the world of work, both new and working employees need to attend training". Wexley and Yulk cited by Widodo (2015: 80) stated that "Training and development is something that refers to matters relating to planned efforts carried out to achieve mastery of skills, knowledge, and attitudes of employees or members of the organization".

In measuring work training variables, the study adapts the indicators used in Gary Dessler's research (2015: 284), training is divided into 5 (five) dimensions and 11 indicators, as follows:

1) Instructor

   a) Competencies

   b) Motivate participants

   c) Need for feedback

2) Training Participants

   a) The spirit of training

   b) Desire to understand

3) Method

   a) The training method is according to the type of training.

   b) Suitability of influenceive methods with material.

4) Theory

   a) Add ability

    b)   The suitability of the material with the training objectves.

5)   Training Objectives

    a)   Skills of trainees

   b)   Understanding of trainees

Employee Performance

Companies or companies need and have the right to see and assess the performance of their employees, because this is very important for the results or achievement of company goals. So in this case the standard needs must be applied in accordance with the needs needed by a company in order to obtain the same.

Sedarmayanti (2018: 195) states that "Performance is a system used to assess and know whether an employee has carried out his work as a whole, or is a combination of work results (what a person must achieve) and competence (how someone achieves it)." Then Anwar Prabu Mangkunegara (2014: 9) states that "Employee performance is the work of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him".

According to Armstrong (2014: 69) dimensions and performance indicators include:

1)   Indicators on the input dimensions, including:

    a)   Work relationship.

    b)   Initiative

    c)   Knowledge

    d)   Information

    e)   Respond

2)   Indicators on the output dimensions, including:

    a)   Quantity

    b)   Time

    c)   Cost.

Hypothesis
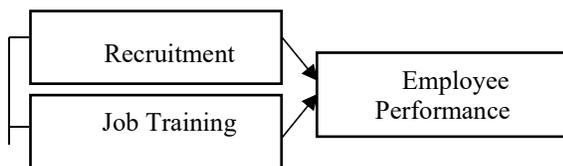
Picture 1. Framework

Based on the above framework, the research hypothesis can be formulated as follows:

1)   Recruitment influences the employee performance of CV. Megah Karya

2)   Job training influences the employee performance of CV. Megah Karya

3) Recruitment and Job training influence the employee performance of CV. Megah Karya

III. RESEARCH METHOD

The research method used in this research is descriptive and verification research methods. Descriptive research is research carried out to determine the existence of an independent variable, either only on one or more variables without making comparisons or connecting with other variables the independent variable is a standalone variable, not an independent variable because if the independent is always paired with the dependent variable (Sugiyono, 2014:53). While the verification method is a method of research through proof to test the hypothesis of descriptive research results with statistical calculations so as to obtain the results of evidence that shows the hypothesis is rejected or accepted (Sugiyono, 2014:6). Verification research is basically done to test the truth of a hypothesis which is done through data collection in the field. For this reason, researchers will see how much influence the recruitment and job training have on employee performance CV. Megah Karya. Using the verification method is expected to provide an accurate and clear picture of the influences of the variables to be studied.

IV. RESEARCH RESULT

Classic Assumption Test

Data normality test aims to test whether in a regression model has a normal data distribution or not. A good regression model is normal or near normal data distribution. To find out whether the data has been normally distributed or not, testing can be done using the Kolmogorov-Smirnov (K-S) method on the SPSS 25 application with the following results:

A. Normality test

Table 1. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		30
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.35150618
Most Extreme Differences	Absolute	.114
	Positive	.114
	Negative	-.097
Test Statistic		.114
Asymp. Sig. (2-tailed)		.200[c]

a. Test distribution is Normal.

b. Calculated from data.

> c. Lilliefors Significance Correction.

Table 1 above shows the results of testing data normality using the Kolmogorov-Smirnov (K-S) method. From the test results it can be seen that the significance value (Asymp.Sig 2-tailed) is 0.200. Because the significance is greater than 0.10 (0.200> 0.10), the data are normally distributed.

B. Heteroscedasticity Test
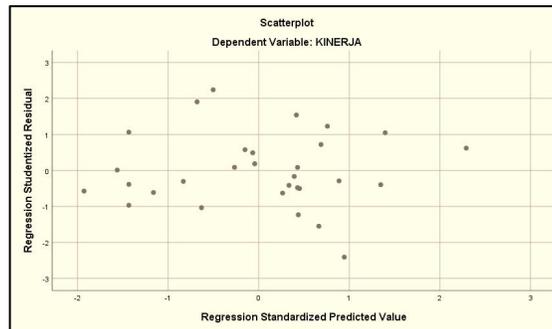
Picture 2. Heteroscedasticity Test Results

Based on picture 1 above, it can be seen that the points do not form clear patterns. The points spread above and below the 0 axis Y. So it can be concluded that there is no heteroscedasticity problem in the regression model.

C. Autocorrelation test

Table 2

Autocorrelation Test Results

Model Summary[b]				
R	R Square	Adjuste d R Square	Std. Error of the Estimate	Durbi n- Watson
.63 4[a]	.402	.358	.36429	1.871
a. Predictors: (Constant), Job Training, Recruitment				
b. Dependent Variable: Employee Performance				

According to Ghozali (2011:110) autocorrelation occurs if the Durbin Watson value is Du < DW < 4 – Du. From the values above, it is known that the Durbin Watson value (1.871). Then we got 1,566 <1,871 <2,434. DW results meet the criteria, so it can be concluded that autocorrelation did not occur.

Multiple Linear Analysis

Multiple linear regression analysis is used to predict the dependent variable when the independent variable is raised or lowered. From the data processing that has been done, the following results are obtained:

Table 3

Equation of Multiple Linear Regression

Coefficients[a]				
	Unstandardized Coefficients		Standardized Coefficients	
Model	B	Std. Error	Beta	Sig.
(Constant)	1.723	.501		.002
Recruitment	.062	.140	.079	.663
Job Training	.475	.145	.587	.003
a. Dependent Variable: Employee Performance				

From the table 3 above we get the following equation:

$$Y = 1.723 + 0.062X1 + 0.475X2$$

From the results of the multiple linear regression equation, each variable can be interpreted as follows:

a. The constant value (a) is 1.723. This means that if the recruitment and job training is 0 (zero) and there is no change, then the employee performance will be worth 1.723.

b. The value of variable X_1 namely recruitment has a regression coefficient of 0.062, meaning that if the recruitment increases by one unit, while the job training is constant, then employee performance will increase by 0.062 units.

c. The variable value X_2, namely the job training has a regression coefficient of 0.475, meaning that if the job training increases by one unit, while the recruitment is constant, the employee performance increases by 0.475 units.

Correlation Coefficient Analysis

Correlation analysis is used to determine the extent of the relationship (correlation) between recruitment (X_1) and job training (X_2) on employee performance (Y). The following is a table of interpretations of the correlation coefficient to determine the level of relationship between variables:

Table 4

Level of Correlation Relations

Coefficient Interval	Relationship Level
0,00 – 0,199	Very Low
0,20 – 0,399	Low
0,40 – 0,599	Medium
0,60 – 0,799	Strong

0,80 – 1,000	Very Strong

The results of calculating the correlation between the independent variable and the dependent variable can be seen in the table below:

Tabel 5

Partial Correlation Coefficient Analysis

Correlations			X_1	X_2	Y
X_1	Pearson Correlation		1	.560**	.407*
	Sig. (2-tailed)			.001	.025
	N		30	30	30
X_2	Pearson Correlation		.560**	1	.631**
	Sig. (2-tailed)		.001		.000
	N		30	30	30
Y	Pearson Correlation		.407*	.631**	1
	Sig. (2-tailed)		.025	.000	
	N		30	30	30
**. Correlation is significant at the 0.01 level (2-tailed).					

Based on the results of the calculation of the correlation coefficient in table 5, the results of the correlation coefficient of recruitment (X_1) to employee performance (Y) on the employees of CV. Megah Karya is 0.407, while the results of the job training correlation coefficient (X_2) against employee performance (Y) on the employees of CV. Megah Karya which is -0,631.

The conclusion is that there is a moderate relationship between recruitment (X_1) and employee performance (Y) in CV. Megah Karya, and there is also a strong relationship between job training (X_2) and employee performance (Y) CV. Megah Karya. Meanwhile, to find out the relationship simultaneously, it can be seen from the Summary Model table by looking at the R value on the table.

Table 6

Simultaneous Correlation Coefficient Analysis

| | | | Change Statistics | | | | |
R	R Square	Adjusted R Square	R Square Change	F Change	d f1	d f2	Sig. F Change
.634a	.402	.358	.402	9.086	2	27	.001

Model Summary[b]

a. Predictors: (Constant), Job Training, Recruitment

b. Dependent Variable: Employee Performance

Based on table 6 above, it can be seen that the correlation coefficient value obtained between recruitment (X_1) and job training (X_2) on performance (Y) is 0.634. The correlation value is positive which indicates that the relationship between the independent variable and the dependent variable is unidirectional, where the better the recruitment and job training will be followed by the increasing performance. Based on the criteria of interpretation of the correlation coefficient, the correlation value of 0.634 is included in the category of strong relationships, at intervals of 0.60 - 0.799.

Determination Coefficient Analysis

To calculate how much influence (contribution) given by recruitment (X_1) on employee performance (Y) of CV. Megah Karya, partially can be known through the coefficient of determination (Kd), with the formula:

$$Kd = r^2 \times 100\%$$
$$= (0{,}407)^2 \times 100\%$$
$$= 16.56\%$$

The coefficient of determination (Kd) is 16.56% which means that recruitment (X_1) affects the performance (Y) of the employees of CV. Megah Karya of 16.56%. While the remaining 83.44% is influenced by other variables not examined in this study.

While the coefficient of determination of job training (X_2) on performance (Y) of employees CV. Megah Karya partially are as follows:

$$Kd = r^2 \times 100\%$$
$$= (0.631)^2 \times 100\%$$
$$= 39.81\%$$

The coefficient of determination (Kd) is 39.81% which means that job training (X_2) affects the performance (Y) of the employee application of CV. Megah Karya by 39.81%. While the remaining 60.19% is influenced by other variables not examined in this study, such as compensation, workload, organizational commitment, career development, etc.

The simultaneous calculation to calculate how much influence (contributions) provided by recruitment (X_1) and job training (X_2) on performance (Y) on the employees of CV. Megah Karya can be known by looking at the value of R square in the model summary table. Based on the SPSS output, the R square value is 0.402 or 40.20%. Simultaneously the

influence (contribution) between recruitment (X_1) and job training (X_2) on the performance (Y) of the employees of CV. Megah Karya together is equal to 40.20%. While the remaining 59.80% is influenced by other variables not examined in this study, such as compensation, workload, organizational commitment, career development, etc.

Hypothesis Testing

By using SPSS 25, the partial hypothesis test results are obtained as follows:

A. Partial Hypothesis Test (t Test)

Table 7

T Test Results Variable Leadership Style, Work Environment on Turnover Intention

Coefficients[a]				
	Unstandardized Coefficients			Sig.
Model	B	Std. Error	t	
(Constant)	1.723	.501	3.441	.002
REKRUTMEN	.062	.140	.441	.663
PELATIHAN	.475	.145	3.267	.003
a. Dependent Variable: Performance				

1. Partial Hypothesis Testing X_1
   - ✓ $H_01 = 0$: There is no significant influence between recruitment on performance on employee of CV. Megah Karya.
   - ✓ $H_a1 \neq 0$: There is significant influence between recruitment on performance on employee of CV. Megah Karya.
   - ✓ Significance level of 0.05
   - ✓ Criteria: Reject H_0 if t > t table, accept in other cases

From table 7 above, it can be seen that the tcount obtained by the recruitment variable (X_1) is 0.441. This value will be compared with the t table value in the t distribution table. With α = 0.05, df2 = n-k-1 = 30-2-1 = 27, we get a table value for two-party testing of 2.048. From the values above it can be seen that the tcount obtained by the recruitment variable (X_1) is 0.441 < t table 2.048, then according to the hypothesis testing criteria that H_0 is accepted and Ha is rejected. Thus it can be concluded that there is no significant influence between recruitment (X_1) on performance (Y) on the employees of CV. Megah Karya.

2. Partial Hypothesis Testing X_2

   ✓ $H_02 = 0$: There is no significant influence between job training on performance on employee of CV. Megah Karya.

   ✓ $H_a2 \neq 0$: There is significant influence between job training on performance on employee of CV. Megah Karya.

   ✓ Significance level of 0.05

   ✓ Criteria: Reject H_0 if t > t table, accept in other cases

From table 7 above, it can be seen that the tcount obtained by the job training variable (X_2) is 3.267. This value will be compared with the t table value in the t distribution table. With $\alpha = 0.05$, df2 = n-k-1 = 30-2-1 = 27, we get a table value for two-party testing of 2.048. From the values above it can be seen that the tcount obtained by the leadership style variable (X_1) is 3.267 > t table 2.048, according to the hypothesis testing criteria that H_0 is rejected and Ha is accepted. Thus it can be concluded that there is significant influence between the job training (X_2) on performance (Y) on the employees of CV. Megah Karya.

B. Simultaneous Hypothesis Test (F Test)

Table 8

F Test Results Variable Leadership Style Variables, Work Environment on Tunover Intention

			ANOVAa			
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.412	2	1.206	9.086	.001b
Residual	3.583	27	.133		
Total	5.995	29			
a. Dependent Variable: Performance					
b. Predictors: (Constant), Job training, Recruitment					

Hypothesis:

✓ $H_03 = 0$: There is no significant influence between recruitment (X_1) and job training (X_2) on performance (Y) on the employees of CV. Megah Karya

✓ $H_a3 \neq 0$: There is a significant influence between recruitment (X_1) and job training (X_2) on performance (Y) on the employees of CV. Megah Karya

✓ Significance level of 0.05

✓ Criteria: Reject H_0 if Fcount > F table, accept in other cases

Based on table 4.17 above, it can be seen that the Fcount value is 9.086. This value will be compared with the value of F table in distribution table F. With $\alpha = 0.05$, df2 = n-k-1 = 30-2-1 = 27, obtained F table of 2.57. Thus Fcount 9.086 > Ftable 2.57 so that H_0 is rejected and H_a is accepted. This shows that there is significant influence between the recruitment (X_1) and job training (X_2) on performance (Y) on the employees of CV. Megah Karya

V. Conclusion

1) Partial recruitment does not significantly influence the performance of employees in the production of CV. Megah Karya because it only has an effect of 16.56% with t count 0.441 <t table 2.048. This indicates that recruitment is not related to performance.

2) The work environment does not 5. The training partially has a significant effect on the performance of the employees of the production department of CV. Megah Work of 39.81% with tcount 3.267> ttable 2.048. This indicates that job training is interrelated with performance and can be proven by correlation coefficient analysis which explains that job training has a strong relationship with performance.

3) Recruitment and Job Training simultaneously have a significant effect on the performance of employees in the production of CV. Megah Karya by 40.20% with Fcount 9.086> Ftable 2.57, and the remaining 59.80% is influenced by other variables not examined in this study.

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