

## The Influence of Recruitment, Selection, and *Training Processes* on Employee Work Productivity at PT. Wasco Engineering Indonesia

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<i>Arctic Info</i>	<i>Abstract</i>
Submitted 2023 Accepted 2023 Published 2023	<i>This research aims to determine the extent of the influence of the recruitment, selection and training process on the level of staff productivity at PT. Wasco Engineering Indonesia. Data was taken from the results of a questionnaire of 100 respondents who were employees of PT. Wasco Engineering Indonesia. This type of research is quantitative research. With a p-value of <math>0.000 &lt; 0.05</math> and an r-square of 89.1%, the research results show that the recruitment, selection and training process factors have quite a large and significant influence on work productivity of PT. Wasco Engineering Indonesia.</i>
Keywords: <i>Recruitment, Selection, Training, Work Productivity.</i>	

## Introduction

Every organization highly values reliable and high-caliber human resources, as evidenced by a careful process during the recruitment process to identify qualified individuals. One of the tasks related to human resource management is recruitment. According to Suparni (2017), recruitment is a series of procedures used to find and attract job applicants who have the enthusiasm, talent, skills, and knowledge needed to fill the gaps found in personnel planning.

There are crucial stages in human resource management that cannot be ignored, starting from the recruitment and selection procedure. Finding new personnel who are in accordance with company standards and contribute to company goals depends on how well the recruitment and selection process is managed. Armstrong (2014:226) defines recruitment as the process of finding and matching candidates with the requirements and skills of a business. Therefore, companies must continuously search for, recruit, and retain competent employees for whatever positions they may fill. The recruitment process is an important part of any business, no matter how big, small, or both. "There are a number of people who are responsible for carrying out the recruitment process," said Bohlander (2010: 180). "For small companies, recruitment is usually carried out by the HR Generalist, but for companies that do not have an HR Manager, the recruitment process can be carried out by the General Manager or supervisor.

If selection is effective, it is as important as recruitment because a manager must now be more careful and attentive in selecting applicants to join the company. Hani Handoko (2001:85) stated that the selection process is a series of steps used to decide whether or not to accept

applicants who have submitted application materials in the past. Furthermore, it is emphasized that the selection process is a crucial aspect in human resource management. Therefore, the organization must really plan this recruitment system, and people must set their steps so that the recruitment system is easier for them.

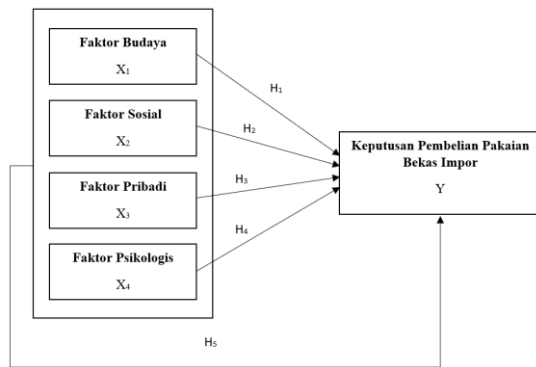
Employees enter the training and development stage after going through the recruitment and selection procedures are considered to expand and improve employee knowledge and skills, this action is considered very significant. Prospective employees who will work in a company. According to Bohlander (2012: 292), many companies spend a lot of money on training and development processes because it is an important aspect of their operations. However, he also asserts in his book that, at that time, certain corporate units in the United States spent about USD 5 million annually on staff training, with an average of 40 hours per person. This information comes from the industry training journal Report. Whereas the purpose of training and development is to improve mastery while development is designed to improve performance. a set of skills and techniques to complete a particular job thoroughly and consistently. In other words, training aims to better equip employees for their current positions. The goal of development is to improve knowledge, skills, attitudes, and personality traits in the workplace, although its scope is usually broader.

Work productivity is the ability of an employee to produce something. Employee productivity is a determining factor in the success of a business because it can be assessed based on the production of both quality and quantity of goods or services, depending on the time period and criteria set by the organization. In order for businesses to occasionally see large increases in production and quickly reach the targets set, PT Wasco Engineering

Indonesia always selects its employees carefully and professionally in carrying out the recruitment, selection, and training processes.

Based on the background arrangement that has been stated above, the author decided to take the title "**The Influence of Recruitment, Selection, and Training Processes on Employee Work Productivity of PT Wasco Engineering Indonesia**" as the research topic. Based on the description of the research background above, the following is the framework of this research:

**Figure 1. Research Framework**



Source: Author's Editing, 2023

### Theoretical review

To fill an open vacancy, a pool of applicants must be recruited. People whose talents and abilities match those of the workers will be made aware of job prospects through effective recruiting (Schermerhorn, 1997).

According to Dubois (2004: 96), the purpose of recruitment is to attract as many competent candidates as possible to fill planned and unanticipated job vacancies. It is a talent search to find the most qualified candidates for open roles. In his 2014 book, Hani Handoko defines recruitment as the activity of finding and 'attracting' qualified job candidates (applicants) to apply to become employees.

Henry Simamora (2004) defines selection as the process of choosing a group of candidates, individuals, or individuals who best meet the selection criteria for an open job based on the circumstances carried out by the company. In contrast, selection according to Schermerhorn, Jr. (2013:331) is the process of selecting employees from a pool of competent candidates. Information on inadequate credential application screening, poor references, and inappropriate use of social media.

Training is an educational procedure that tries to encourage long-term changes in a person that will strengthen his/her capacity in carrying out his/her profession, according to DeCenzo and Robin (1999:227). Meanwhile, training is "a series of activities that provide opportunities to acquire and improve skills", according to John R. Schermerhorn, Jr. (1999:323). During the training process, substandard performance is improved, making it even better.

Productivity is a mentality that consistently upholds the notion that life today must be better than yesterday and tomorrow will be better than today. This definition mandates that the management of a company or factory must continually improve the work system, the surrounding environment, and other aspects of the production process. (2011) Schermerhorn.

### Research methods

research type is used in this study. Quantitative research according to Sugiyono (2014) emphasizes objective phenomena explored numerically. Utilizing statistics, structures, controlled experiments, and numbers, the research design is made as objective as possible. Because the data to be used to test the influence between factors is given in the form of numbers, the researcher uses quantitative methodology. The

questionnaire will be the main tool used in this study to collect data. The sample used in this study was 100 personnel of PT Wasco Engineering Indonesia.

## Results and Discussion

### Respondent Description

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Laki-laki	66	66.0	66.0	66.0
Perempuan	34	34.0	34.0	100.0
Total	100	100.0	100.0	

Figure 1 Description of Respondents Based on Gender, Source: Author's Work, 2023

Based on the results above, it is known that there were 66 male respondents while there were 34 female respondents.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20 - 30 tahun	68	68.0	68.0	68.0
31 -35 tahun	9	9.0	9.0	77.0
35 - 40 tahun	15	15.0	15.0	92.0
> 40 tahun	8	8.0	8.0	100.0
Total	100	100.0	100.0	

Figure 2. Description of Respondents Based on Age, Source: Author's Work, 2023

Based on the results above, the results of the respondents' ages in the age category 20-30 years were 68%, 31-35 years were 9%, 36-40 years were 15%, and > 40 years were 8%.

### Partial Test (t-Test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.858	.561		3.312	.001
	Rekrutmen	-.089	.030	-.171	-3.011	.003
	Seleksi	.393	.082	.577	4.785	.000
	Training	.281	.070	.432	3.989	.000

a. Dependent Variable: Produktivitas

Figure 3. Partial Test Results (t) Source: SPSS Data Processing, 2023

### The Influence of the Recruitment Process on Work Productivity

A sig value of  $0.003 < 0.05$  was obtained for the recruitment variable (X1) which indicates that H1 is accepted and the recruitment variable has an influence on the employee work productivity variable. This finding is in line with Jusman's research (2019) which is based on the findings of the impact of the recruitment process on increasing employee work productivity at CV. It turns out that Daeng Kuliner Makassar, Kuswibowo & Suksesty's research, (2021) which concluded that recruitment has an impact on work productivity, supports the assumption that there is a positive and significant relationship between recruitment and increasing employee work productivity.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.118 <sup>a</sup>	.014	.004	1.65097

a. Predictors: (Constant), Rekrutmen

Figure 4. Determination Coefficient of Recruitment Variable, Source: SPSS Data Processing, 2023

Based on the above findings, the Rsquare value is 0.014 or 1.4%, which indicates that although other variables affect the remaining 98.6% of the recruitment variable (X1), 1.4% of them may affect employee work productivity (Y).

### The Influence of Selection on Work Productivity

A sig value of  $0.000 < 0.05$  was obtained on the selection variable (X2) which indicates that H2 is accepted and the selection variable has an influence on the employee work productivity variable. The findings of this study are in line with Latif's (2018) study which found that selection (X1) had an effect on employee performance (Y) with a regression

coefficient of 0.249, in contrast to Arviana & Ruswidiono's (2022) study, which found that selection had no impact on work productivity.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.883 <sup>a</sup>	.779	.777	.78093

a. Predictors: (Constant), Seleksi

Figure 5. Selection Variable Determination Coefficient Source: SPSS Data Processing, 2023

Based on the findings above, the Rsquare value obtained was 0.779 or 77.9%, which means that although other variables influence 22.1% of the selection variable (X2), 77.9% of them influence employee work productivity (Y).

### The Influence of Training on Work Productivity

The sig value of  $0.000 < 0.05$  on the training variable (X3) indicates that H3 is approved, indicating that the training variable has an influence on the employee work productivity variable. The findings of this study are in line with Latif's (2018) study which found that training (X2) had an effect on employee performance (Y), in contrast to Arviana & Ruswidiono's (2022) study which found that training had no effect on employee performance (Y). impact on work productivity.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.929 <sup>a</sup>	.863	.861	.61636

a. Predictors: (Constant), Training

Figure 6. Determination Coefficient of Training Variable Source: SPSS data processing, 2023

Based on the findings above, the Rsquare value obtained was 0.863 or 86.3%, which means that 86.3% of the training variable (X3) can influence employee work productivity (Y), and the

remaining 13.7% is influenced by other factors.

### The Influence of Recruitment, Selection, and Training Processes on Work Productivity

Model	Sum of Squares	df	Mean Square	F	Sig.
1					
Regression	241.337	3	80.446	261.147	.000 <sup>b</sup>
Residual	29.573	96	.308		
Total	270.910	99			

a. Dependent Variable: Produktivitas

b. Predictors: (Constant), Training, Rekrutmen, Seleksi

Figure 7. Simultaneous Test Results (f) Source: SPSS Data Processing, 2023

Based on the findings in the ANOVA table, a sig value of  $0.000 < 0.05$  was obtained, which means that H4 is accepted. This indicates that employee work productivity (Y) is likely to be influenced by recruitment factors (X1), selection (X2), and training (X3) simultaneously. This finding is in line with the research of Kartodikromo et al. (2017) which shows the simultaneous significance of recruitment, selection, and job training procedures on employee performance. The most important aspect that affects employee performance is the recruitment process. According to the company categorization, the recruitment process must be strengthened and receive more attention from the organization to improve employee performance.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.944 <sup>a</sup>	.891	.887	.55502

a. Predictors: (Constant), Training, Rekrutmen, Seleksi

Figure 8. Multiple Determination Coefficient Source: SPSS Data Processing, 2023

Based on the findings above, the Rsquare value obtained was 0.891 or 89.1%, which means that 89.1% of recruitment factors (X1), selection (X2), and training (X3) can influence employee work productivity (Y), with the remaining 10% influenced by other variables not included in this study.

## **Conclusion and Suggestions**

### **Conclusion**

1. The recruitment factor has a positive and significant influence between recruitment and increased work productivity.
2. Selection factors influence employee performance with a regression coefficient of 0.249 on work productivity.
3. Training factors influence employee performance.
4. Simultaneously, the recruitment, selection, and training processes at PT. Wasco Engineering Indonesia have a significant influence on employee work productivity, with a large influence of 89.1%; the remaining 10.9% is likely influenced by other variables not included in this study.

### **Suggestion**

#### **Company**

In accordance with the research results, the suggestion for companies is to provide more education regarding recruitment, selection and training to employees so as to reduce the occurrence of deviations and increase employee work productivity.

#### **Employee**

Advice for employees, it is hoped that employees will be more active in understanding every regulation and input given by the company through training so that work productivity increases.

#### **Further research**

Suggestions for further researchers are expected to be able to update research and add relevant variables that can influence employee work productivity variables.

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