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The Influence of Recruitment, Selection, and Training on Employee Productivity at PTPN III Kebun Sisumut Labuhanbatu South

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Abstract

Globalization creates intense competition in various fields. In order to win the competition, companies are starting to compete and are required to get competent human resources to be able to support the progress of their business and be able to compete with other companies. This study analyzes the influenceRecruitment, Selection, and Training on Employee Work Productivity in the company, considering the important role of human resources in the company's competitive advantage. The purpose of this writing is to find out how far the development of research related to this topic. The method used in this study is an exploratory approach by reviewing the contents or identifying several articles from both national and international journals. The research results show that either simultaneously or partially it proves that the Recruitment, Selection, Training system has a significant effect on Work Productivity. Simultaneously Recruitment, Selection, and Training affect the Work Productivity of PTPN III SISUMUT Labuhanbatu Selatan Regency by obtaining an Fcount of 22, 141 and a significance level of 0.000. So that human resource management plays an important role in the realization of quality employees and has optimal work productivity.

Keywords
recruitment; selection, training, employee productivity

I. Introduction

Human resources are capital and assets that are important in a company to support the running of a company. Company organizations will not run and grow properly, without the support of reliable and competent human resources. In today's competition in the economic sector, every company strives and is required to obtain appropriate and competent human resources to encourage the success of their business so that they are able to compete with other companies. Human resource management must receive more attention from the company so that the organization is able to achieve the company's vision, mission and goals effectively. Human resource management must be programmed and comprehensive. This means that a human resource plan is carried out strategically and systematically in relation to forecasting the future supply of manpower in the quantity and quality required, by using the right information sources. Meanwhile, accordingBintoro and Daryanto (2017)the implementation of good human resource management is able to encourage the contribution of employees to an organization.

The effectiveness and efficiency of human resource management is very important in managing a company, this is because human resources is an important function in a company.

Of course there are several stages that must be carried out in managing good human resources. The Recruitment and Selection Process is an important aspect in the company to find new employees who suit the company's needs so that the company can achieve their goals. The next stage is the training and development process, how employees who have passed the recruitment and selection process will get the development training stage, this stage is very important because it is considered to be able to grow and develop the knowledge and abilities of employees who will later work in a company. The increase in the value of the company's shares, the higher the company value, the higher it will be (Katharina, 2021). In the current economic development, manufacturing companies are required to be able to compete in the industrial world (Afiezan, 2020). The existence of the company can grow and be sustainable and the company gets a positive image from the wider community (Saleh, 2019).

The function of Recruitment is as "the Right Man on The Right Place", which is a reference for managers in placing employees in their company. While Selection is the process of selecting and determining a group of applicants or several people who meet the criteria to occupy available positions in the company according to the conditions of the company. The strategy in carrying out Recruitment and Selection activities is important, this is because the Recruitment and Selection procedures carried out by the company will affect the quality of human resources that will be used by a company. Human resource management consists of activities covering planning functions, recruiting human resources, analyzing human resources, equal employment opportunities, benefits and compensation, health, security and safety, as well as labor and labor relations (Mathis & Jackson, 2016). In addition to Recruitment and Selection activities, companies must also pay attention to the competence of these human resources. Competence is a characteristic that exists in a person that directly influences the skills, abilities, and work productivity of employees in a job.

Employees who have good competence will certainly make an important contribution and good employee productivity in the productivity of a company (Jimmy, 2014). Meanwhile, Rudhaliawan, et al (2012) in his research stated that a successful training program can also affect the success of a company in achieving goals. In other words, training is able to increase work productivity so that it can support the success of a company. However, if the level of work productivity decreases, the result can hinder the company in achieving its goals. Providing training to employees will encourage employees to work better and faster.

Knowledge of employees related to the implementation of tasks will determine the success of a task. Thus for new employees or old employees who carry out new tasks, it requires additional skills and knowledge so that they are able to carry out their duties properly. The importance of providing training because it is a method used by an organization to maintain, maintain, and retain employees in the organization and is able to improve employee skills which indicates an increase in employee productivity.

Tengku Ariefanda Aziz, et al (2017) saidRecruitment affects Selection. Selection affects Employee Productivity and Recruitment directly affects Employee Productivity. In this case the company can increase the variables that need to be improved in the future.

II. Research Method

2.1 Research Place

This research was conducted at PTPN III SISUMUT which is located in Kota Pinang District, South Labuhanbatu Regency.

2.2 Types of Research

The data used in this research comes from two types of data, namely primary data and secondary data. Secondary data collection was obtained by PTPN III SESUMUT, the internet, reference books and other relevant supporting documents. Collection technique using a questionnaire. by conducting interviews with the authorities at PTPN III SESUMUT LABUHANBATU SELATAN.

2.3 Population and Sample

The population is a generalization area which consists of: objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2012). The population of this research is the permanent employees of PTPN III SISUMUT which total 43 employees. The sample in this study amounted to 43 respondents using a sampling technique using non-probability methods. Non-probability sampling is a sampling technique that does not provide equal opportunity/opportunity for each element or member of the population to be selected as a sample (Sugiyono, 2012).

III. Discussion

Table 1. Results of Testing the Validity of Research Instruments

Variable	Statement	Value of r count validity	rtbel	Information
Recruitment (X1)	P1	0.667	0.300	Valid
	P2	0.651	0.300	Valid
	P3	0.488	0.300	Valid
	P4	0.736	0.300	Valid
	P5	0.629	0.300	Valid
	P6	0.566	0.300	Valid
	Q7	0.697	0.300	Valid
	Q8	0.610	0.300	Valid
	Q9	0.534	0.300	Valid
	P10	0.546	0.300	Valid
	P11	0.642	0.300	Valid
	Q12	0.473	0.300	Valid
	Q13	0.418	0.300	Valid
	P14	0.685	0.300	Valid
	P15	0.343	0.300	Valid
Selection (X2)	P1	0.705	0.300	Valid
	P2	0.710	0.300	Valid
	P3	0.717	0.300	Valid
	P4	0.723	0.300	Valid
	P5	0.704	0.300	Valid
	P6	0.709	0.300	Valid
	Q7	0.722	0.300	Valid
	Q8	0.709	0.300	Valid
	Q9	0.726	0.300	Valid
	P10	0.710	0.300	Valid
	P11	0.715	0.300	Valid
	Q12	0.727	0.300	Valid
	Q13	0.706	0.300	Valid
	P14	0.726	0.300	Valid
	P15	0.734	0.300	Valid

Training (X3)	P1	0.664	0.300	Valid
	P2	0.655	0.300	Valid
	P3	0.664	0.300	Valid
	P4	0.648	0.300	Valid
	P5	0.649	0.300	Valid
	P6	0.650	0.300	Valid
	Q7	0.654	0.300	Valid
	Q8	0.668	0.300	Valid
	Q9	0.655	0.300	Valid
	P10	0.654	0.300	Valid
	P11	0.652	0.300	Valid
	Q12	0.669	0.300	Valid
	Q13	0.654	0.300	Valid
	P14	0.660	0.300	Valid
	P15	0.688	0.300	Valid
Employee Productivity (Y)	P1	0.547	0.300	Valid
	P2	0.555	0.300	Valid
	P3	0.600	0.300	Valid
	P4	0.439	0.300	Valid
	P5	0.596	0.300	Valid
	P6	0.566	0.300	Valid
	Q7	0.433	0.300	Valid
	Q8	0.562	0.300	Valid
	Q9	0.631	0.300	Valid
	P10	0.553	0.300	Valid
	P11	0.629	0.300	Valid
	Q12	0.394	0.300	Valid
	Q13	0.514	0.300	Valid
	P14	0.587	0.300	Valid
	P15	0.303	0.300	Valid

Source: Processed data (2021)

Table 2. Research Instrument Reliability Test Results

Variable	The value of r calculates reliability	Information
Recruitment (X1)	0.753	Reliable
Selection (X2)	0.731	Reliable
Training (X3)	0.772	Reliable
Employee Work Productivity (Y)	0.755	Reliable

Source: Processed data (2021)

3.1 Classical Assumption Test Results

a. Data Normality Test Results

The normality test aims to determine whether the distribution of a data follows or approaches the normal distribution of Situmorang and Lutfi (2014). To see if the data is normally distributed, the authors analyze the histogram graph which compares the observed data with a distribution close to the normal distribution and also analyzes the probability plots that form a plot between theoretical values (x-axis) and values obtained from the sample (Y-axis). . On the histogram graph, it is said that the variables are normally distributed on the

histogram graph in the form of a bell if the distribution of the data is not skewed to the left or skewed to the right. The test results can be seen in the following graph:

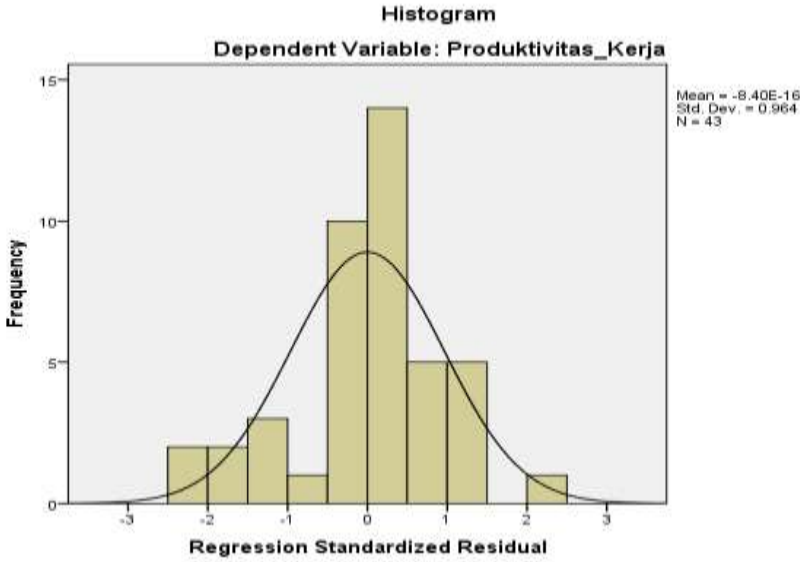

Figure 1. *Histogram in the Normality Test*
Source: SPSS Research Results (2021)

In the picture above it can be seen that the residual data is normally distributed, this is indicated by the data distribution which is in the form of a bell and does not slant to the left or right.

a. If the plots of both are linear (can be approximated by a straight line), then this is an indication that the residuals are normally distributed. If the pattern of dots other than the ends of the plot deviates slightly from the straight line, it can be said that the distribution of the data (in this case the residuals) is normally distributed. The following is the result of the Normal P-Plot of Regression Standardized Residual.

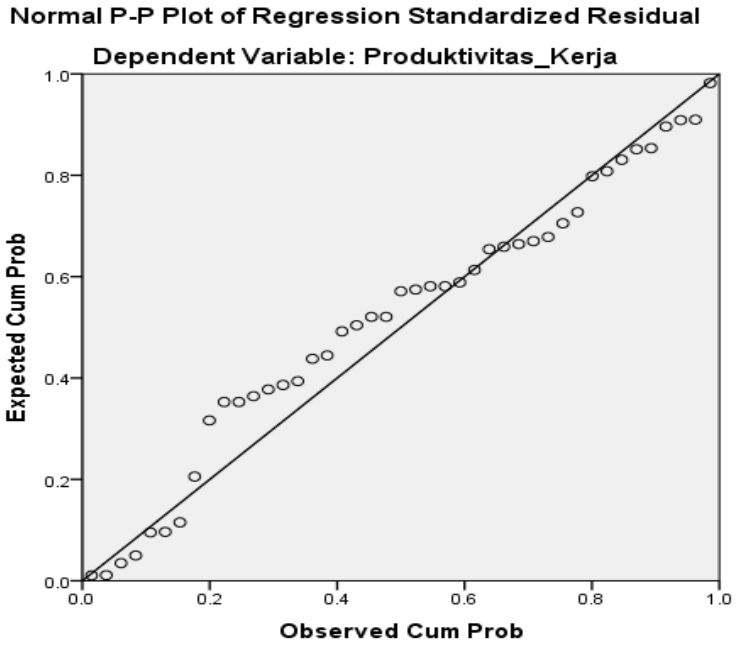

Figure 2. *Normal P-Plot on Normality Test*
Source: Research Results (2021)

b. In the Normal P Plot image, it can be seen that the dots follow the data along the normal line, this means that the residual data is normally distributed. To ascertain whether the data along the diagonal line is normally distributed, the Kolmogorov-Smirnov test is performed. The following are the results of the Kolmogorov-Smirnov Test:

Table 3. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		43
Normal Parameters, b	Means	,0000000
	std. Deviation	4.14783571
Most Extreme	absolute	,125
Differences	Positive	,125
	Negative	-.063
Test Statistics		,125
asymp. Sig. (2-tailed)		,087c

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

Source: SPSS Research Results (2021)

Based on the table it is known that Asymp. Sig. (2 tailed) is 0.087 and above the significant value (0.05), thus the residual variable is normally distributed.

b. Heteroscedasticity Test Results

This heteroscedasticity test is used in the regression model to see if there is an unequal variance from one residual to another observation. If the variance is different it is called heteroscedasticity. The best model is that there is no heteroscedasticity. How to detect whether there is heteroscedasticity in a model can be seen in the Scatterplot Model and Glejser Test images. Analysis on the Scatterplot image which states that the multiple linear regression model does not have heteroscedasticity if:

a. The data points spread above and below or around the number 0.
b. The data points do not cluster only above or below.
c. The spread of the dots should not form a wavy pattern, widening then narrowing and widening again.

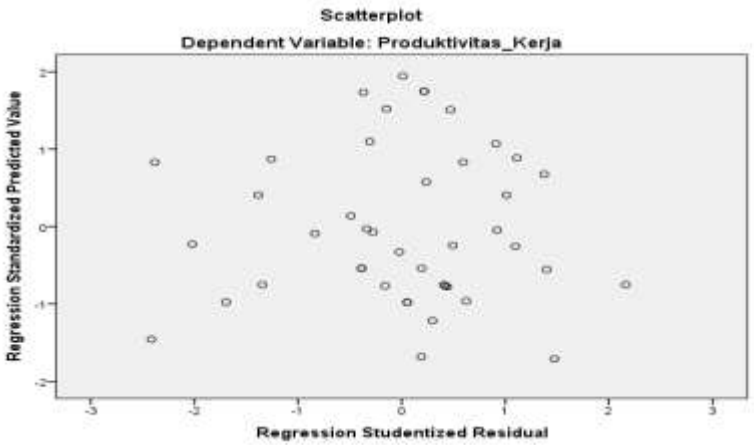

Figure 3. *Heteroscedasticity Graph*
Source: Research Results, 2021

With graphical analysis, a regression model is considered to have no heteroscedasticity if the points spread randomly and do not form a certain clear pattern and are spread above or below zero on the Y-axis. So the picture above shows that the points spread randomly then there is no heteroscedasticity. Through a statistical approach can be done through the Glejser Test. The processing results of the Glejser test can be seen in the following table:

Table 3. Heteroscedasticity Glejser Test Results

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	-2.353	6,147		-,383	,704
	Recruitment	,068	.062	,247	1,098	,279
	Selection	.054	.059	, 151	,914	,366
	Training	,071	,091	, 127	,780	,440

a. Dependent Variable: abs_res

Source: Research Results (2021)

In the table it can be seen that the independent variable Recruitment (X1) is 0.279, Selection (X2) is 0.366, Training (X3) is 0.440, none of the independent variables statistically significant affect the absolute residual dependent variable (abs_res). Judging from the significance probability above the 5% confidence level, it can be stated that the regression model does not lead to heteroscedasticity.

c. Multicollinearity Test Results

The multicollinearity test aims to test whether there is a correlation between the independent variables in the regression model. In a good regression model, there should be no mutual correlation between the independent variables (multicollinearity does not occur). Multicollinearity can be seen from the tolerance value and its opposite, namely the Variance Inflation Factor (VIF).

Tolerance measure the variability of the selected variables that are not explained by other independent variables. Common values that are commonly used are Tolerance values> 0.1 or VIF values < 10, then Multicollinearity does not occur (Situmorang, 2014). To detect the presence or absence of multicollinearity can be done by looking at variable tolerance and Variance Inflation Factor (VIF):

1) VIF > 10 is suspected to have a multicollinearity problem.
2) VIF <10 then there is no multicollinearity.
3) *tolerant*< 0.1 then it is suspected to have a multicollinearity problem.
4) *tolerance*> 0.1 then there is no multicollinearity.

The results of processing the multicollinearity test are shown in the following table:

Table 4. Multicolinea Test Results

Coefficients

Model		Collinearity Statistics	
		tolerance	VIF
1	(Constant)		
	Recruitment	,484	2,067
	Selection	,902	1.109
	Training	,924	1,083

a. Dependent Variable: Employee Productivity

Source: SPSS Research Results (2021)

The table shows that the VIF Recruitment (X1) value is 2.067, Selection (X2) is 1.109, Training (X3) is 1.083, so there is no multicollinearity. From the Recruitment VIF Tolerance (X1) value of 0.484, Selection (X2) of 0.902, Training (X3) of 0.924, then multicollinearity does not occur.

3.2 Results of Multiple Linear Regression Analysis

Multiple linear regression analysis is intended to determine the effect or relationship between several independent variables, namely recruitment (X_1), Selection (X2), Training (X3), Motivation (X4) with the dependent variable namely Employee Productivity (Y), so to obtain more accurate results, researchers used the help of the SPSS software program (Statistics Product and Service Solution) version 23.0, then the output is as follows:

Table 5. Results of Multiple Linear Regression Analysis

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	3,189	1.012		2.106	.042
	Recruitment	,369	,110	,427	3,341	,002
	Selection	,218	,105	, 194	2,072	.045
	Training	,565	, 162	,321	3,476	,001

a. Dependent Variable: Employee Productivity

Source: Research Results (Data processed by SPSS), 2021

Based on the table above, if you look at the B value in the Unstandardized Coefficients column, you can see the coefficient value of each variable.

a) Constant (a) = 3.189. This value means that if there are no Recruitment, Selection, and Training variables (zero value), then Employee Work Productivity is 3.189.
b) Coefficient X_1 (b1) = 0.369. This value means that if Recruitment increases by one unit, then Employee Productivity will increase by 0.369.
c) Coefficient X_2 (b2) = 0.218. This value means that if the Selection increases by one unit, the Employee Productivity will increase by 0.218.
d) Coefficient X3 (b3) = 0.565. This value means that if training increases by one unit, then employee productivity will increase by 0.565.

From these values a regression equation model can be formed as follows:

$$\mathbf{Y = 3.189 + 0.369X1 + 0.218X2 + 0.565X3 + e}$$

3.3 Hypothesis Test Results

a. Partial Significance Test (t test)

Partial test (t test) namely Recruitment (X1), Selection (X2), Training (X3), partially on the dependent variable, namely Employee Productivity (Y). The tcount value is obtained from the SPSS results, while the ttable value used is the t value at α = 0.05 with degrees of freedom df = (nk-1) = (43-5-1) = 37, namely 1.68709 = 1.687

Table 6. Partial Test Results (t test)

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	3,189	1.012		2.106	.042
	Recruitment	,369	,110	,427	3,341	,002
	Selection	,218	,105	, 194	2,072	.045
	Training	,565	, 162	,321	3,476	,001

a. Dependent Variable: Employee Productivity

Source: Research Results (Data processed by SPSS), 2021

Based on the table it can be explained as follows:

1) For the Recruitment variable (X_1), the tcount value is 3.341 with a significance level of 0.002. ttable value, then tcount (3.341) > ttable (1.687) and a significance level of 0.002 <0.05. This means that partially Recruitment has a positive and significant effect on Employee Work Productivity at PTPN III SISUMUT Labuhanbatu Selatan. Thus means the hypothesis can be accepted.
2) For the Selection variable (X_2), the tcount value is 2.072 and the significance level is 0.045. If the value is ttable, then tcount (2.072) > ttable (1.687) and a significance level of 0.045 <0.05. This means that partially Selection has a positive and significant effect on Employee Work Productivity at PTPN III SISUMUT Labuhanbatu Selatan. Thus means the hypothesis can be accepted.
3) For the Training variable (X3), the tcount value is 3.476 and a significance level of 0.001. If the value is ttable, then tcount (3.476) > ttable (1.687) and a significance level of 0.001 <0.05. This means that partially Training has a positive and significant effect on Employee Work Productivity at PTPN III SISUMUT Labuhanbatu Selatan. Thus means the hypothesis can be accepted.

Table 7. Simultaneous Test Results (Test F)

ANOVAa

Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	1684,107	4	421,027	22,141	,000b
	residual	722,591	38	19,016		
	Total	2406,698	43			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Recruitment, Selection and Training

Source: Research Results (Data processed by SPSS) 2021

Obtained a Fcount value of 22.141 and a Sig value of 0.000. While the Ftable value used is the value of the F distribution with degrees of freedom df1 = (k-1) = (5-1) = (4) and df2 = (nk) = (38) at α = 0.05, which is 2.62. Furthermore, the Fcount value is compared with the Ftable value, so Fcount (22.141) > Ftable (2.620) is obtained and the significance level is 0.00 <0.05. This shows that Recruitment, Selection, and Training simultaneously (simultaneously) on Employee Work Productivity at PTPN III SISUMUT, South Labuhanbatu Regency. Thus means the hypothesis can be accepted.

IV. Conclusion

Based on the analysis that has been carried out in this research, it can be concluded as follows:

1. Partially Recruitment (X1) has a positive and significant effect on Employee Work Productivity (Y) PTPN III SISUMUT Labuhanbatu Selatan Regency with a tcount of 3.341 > ttable 1.687.
2. Partially Selection (X2) has a positive and significant effect on Employee Productivity (Y) PTPN III SISUMUT Labuhanbatu Selatan Regency with a tcount of 2.072 > ttable of 1.687.
3. Partially Training (X3) has a positive and significant effect on Employee Productivity (Y) PTPN III SISUMUT Labuhanbatu Selatan Regency with a tcount of 3.476 > ttable 1.687.
4. Recruitment (X1), Selection (X2) and Training (X3) simultaneously have a positive and significant effect on Employee Productivity (Y) PTPN III SISUMUT Labuhanbatu Selatan Regencywith valueFcount (22,141) > Ftable (2,620).

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