

RESEARCH REVIEW: EMPLOYEE PERFORMANCE RECRUITMENT PROCESS IN HUMAN RESOURCE AND CORPORATE SERVICES SECTION

¹Adi Lukman Hakim, ²Ninik Mas'adah, ³Yulie Wahyuningsih
^{1,2,3} Faculty Economics and Business, Universitas Muhammadiyah Lamongan

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E-mail:

adilukmanhakim123@gmail.com¹
ninikmasadah6@gmail.com²
yuliew19@gmail.com³

ABSTRACT

Human resource management is important in achieving goals. In general, company leaders want good performance from their employees in carrying out the tasks assigned by the company. This study aims to determine whether the employee recruitment process on employee performance at PT. Vale Tbk and whether the employee recruitment process on employee performance at PT. Vale Tbk. This study uses quantitative methods by distributing data using questionnaires. The sample in this study are employees at PT. Vale Tbk, the sampling technique used purposive sampling with a total sample of 77 respondents. The data analysis technique used simple linear regression with SPSS 23. The novelty of this research is on the recruitment variable as the independent variable. In addition, the sample objects and targets are in the HR department and corporate services. The results showed that the implementation of employee recruitment has a positive effect on employee performance in the HR and Corporate Services section of PT. Vale Tbk. The results of the analysis of the determinant coefficients show that the employee recruitment implementation variable gives positive results in its implementation with a score of 89.5%, while the remaining 10.5% is influenced by other variables that affect employee performance outside the variables in the study. It implies that recruitment significantly influence towards employee performance.

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1. INTRODUCTION

Company leaders play an important responsibility in managing existing human resources, in terms of how to create a conducive working atmosphere and placing employees according to their expertise. Undoubtedly, the process for doing so is not an easy matter for the chairman. The goal is the ability of company to manage human resources effectively and efficiently. Besides, human resources activities include human resource planning, procurement, maintenance, and termination. As everybody knows that company leaders want good performance from their employees in carrying out the tasks assigned. Every company certainly has a vision, mission, and goals that must be achieved. Achieving company goals require a reliable, creative, and innovative human resources in running their productivity to fulfill and satisfy their workplace.

According to Mathis and Jackson [1] in Nasution's research [2], recruitment refers to a process of gathering a number of applicants who have qualifications that match the company's needs. Employee placement has a function as the Right Man on the Right Place. This statement means that the company has a responsibility to place its employees in the right place. While selection is the process of selecting from a group of applicants who meet the criteria to occupy the available positions based on existing conditions in the company. Research by Núñez-Cacho Utrilla et al [3]; Sudewa and Hartati [4]; Zendehtel, Gholipour, Ebrahimi and Shoja [5] explains that the importance of employee performance for companies become a potential stimulus to increase the company's competitiveness in the midst of today's intense business competition. That is how the employee recruitments affect the employee performances.

Human resource management is intended to improve the effectiveness of human resources in an organization. Hasibuan [6] explains that human resources, namely the science and art of regulating the relationship and role of the workforce to be effective and efficient, help realize the goals of the company, employees and society. Management must be able to understand how best to manage employees who come from different backgrounds, skill, and abilities so that they are able to match the competencies and types of work being allotted.

There are numerous studies reveal how recruitment unquestionably influenced to employee performance. Filbeck and Zhao [7]; Yuana et al [8] reported that recruitment brings a positive and significant contribution towards outsourcing employee performance in a department store. The results of this study are in line with the research of Ukhludia and Andayani [9] which explains that recruitment has a positive impact on employee performance. In addition, research by Suryani and Sulaeman [10] states that the results of the study show that recruitment can have a positive effect on company performance in improving the desired outcomes of the company. A number of 41 responders also noted that the process of recruitment effects the way of their working during their sales career. Research conducted by Panaha, Areros and Rogahang [11] explains that employee recruitment or employee withdrawal needs to be done selectively in supporting company performance. Hence, these descriptions highlight how performances of employees are interfered by the way of recruiting from differ services and products companies. Then, it would be interesting to reveal how these two factors employed in a mining company, where safety is at stake to work in meeting the demands; whether this study will support or reject the findings against the previous ones.

PT. Vale is a company located in East Luwu Regency, Soroako, South Sulawesi Province. This company engaged in mining, like nickel in matte which is an intermediate product of lateritic ore at its mining and processing facilities. Qualified and conscientious employees hold a vital resource for the competitive advantage of PT. Vale Tbk. Consequently, the development of human resources is demanded to make the improvement of competency as an active step towards further realizing enhanced company values. Depreciation of employees occurred in 2021 and 2022, it was due to no employee recruitment along that period of time. During 2019 to 2020, there was a decreased number of employees since the registered and worked for company come to the age of retirement, died, or were expelled from the institution for violating the disciplinary rules applied by PT. Vale Tbk. Therefore, those new employees, who will be assigned to replace the problematic ones, will have different tenures.

Recruitment can also be done to add new employees into the work unit whose activities require high activity. The recruitment process also requires an effective selection process, this is done for equal distribution of employees so that the strength of HR is more balanced. Recruitment and selection system at PT. Vale Tbk not only produces employees with permanent status, but to increase the effectiveness of the company PT. Vale Tbk also uses a labor recruitment system that comes from outsourcing. Recruitment has a drawback for prospective applicants that there is potentially nepotism that would bring a negative impact on prospective employees. This nepotism is indeed present in the recruitment sources, but in my opinion, it is ineffective and unfair to recruiting candidates who take part in the initial to final selection stages. Employees who are selected with this system are probable to have an impact on company performance. Failure to recruit workers will have an impact on the process of achieving company goals. Performance of PT. Vale Tbk is how to be able to produce mining products in large quantities to meet consumer needs.

Based on the relevant theories, empirical studies, and the phenomena, I intend to conduct similar research. The recent study aimed to analyze whether recruitment positively and significantly influence the performance of PT. Vale, Tbk employees. The research questions are addressed as follows: (1) how are the recruiting process for employees? (2) how are the employee performances? and (3) do recruitment significantly influence the employee performance?

The main objective of recruitment is to find qualified applicants who will remain with the company at the least cost [12]. By because in addition, applicants who are under qualified are predicted to be immediately terminated in the middle of the road because they are unable to work as expected. Meanwhile, those who are overqualified will be predicted to resign themselves for not being satisfied with that fulfillment normally done by companies in screening applicants.

According to Simanjuntak [13] employee performance is the ability and skills in doing work. To complete a task or job a person must have the ability. One's ability is not effective enough to do something without a clear understanding of what will be hadid and the parts to be worked on. Humans have the potential to act in various forms of activity. The ability to act humanely is obtained naturally or through processes studied. Although humans have the ability to behave in a certain way. Ability is usually used to produce something at work. Hasibuan [6] explains performance is a work result that is achieved by someone in carrying out the tasks assigned. Charged to her. Hasibuan [14] states that employees are planners, actors and always play an active role in every activity company.

The framework can be used to facilitate the flow of thought that will be carried out in research. Based on the literature review developed, a conceptual model or theoretical framework can be developed as presented in the following diagram:

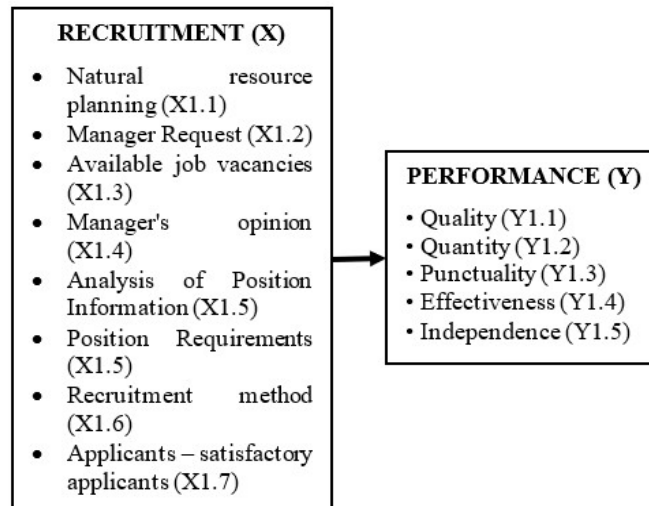


Figure 1. Conceptual Framework

Recruitment is a company's effort to get a workforce that has the ability and expertise. Labor recruitment is assets profitable company, because labor recruitment is one of the determinants of the success or failure of a company in achieving its goals, therefore workforce recruitment should get attention because a quality workforce is obtained so this can be an advantage for the company. Research conducted by Nasution [2] found that recruitment has a positive and significant effect on performance. This result is also in line with the results of research conducted by Avengelista, Hidayat, Panjaitan [15]; Abdullahi, Adeiza, Abdelfattah, Fatma, Fawehinmi, and Aigbogun [16]; Marler, Vardaman, and Allenyang [17]; Chakraborty, and Biswas [18] found that the recruitment process has a positive and significant effect on performance. The hypothesis is a short-term answer to the formulation of the research problem stated in the form of a question sentence through data collection [19]. Grounded by the theoretical study developed above, the following hypotheses can be proposed.

H1: Recruitment has a positive effect on performance

2. METHOD

This type of research is survey research, a procedure in which the researcher gives a questionnaire, observes or takes notes on a sample to describe the attitudes, opinions, behaviors and characteristics of the respondents [20]. This research is classified as quantitative research, since it was using a questionnaire with Likert scale as a data collection strategy. The questionnaire assesses employee recruitment on employee performance which each statement has a weight of value leading to the assessment of items. This study uses a purposive sampling technique with slovin formula in a total sample of 77 employees of PT. Vale Tbk. According to Sugiyono [21], the reason for using this purposive sampling technique is because it is suitable for quantitative research, or research that does not generalize. Data analysis uses descriptive analysis, which is used to describe employee recruitment and employee performance gradation's response [22]. Before it run to the main analysis, it had been met the assumption tests. The data, then, analyzed using simple regression since only a single independent variable employed [23]. In this case, the independent variable is recruitment process, while employee performance serves as a dependent variable.

3. RESULT AND DISCUSSION

The description of the analysis in this study was used to determine the distribution of respondents' responses from the statements submitted in the questionnaire. The explanation of the results of the analysis description will be divided into two parts, namely the statement of the recruitment variable and the employee performance variable.

The following table informs about the response of recruitment's questionnaire. To make it more reliable, the variable falls into several indicators, which are planning indicators, manager requests, available job vacancies, manager opinions, job information analysis, job requirements, recruitment methods, and satisfactory applicants. Those indicators form in 16 questions with five alternative answers from strongly agree, agree, neutral, disagree, and strongly disagree. Each alternative caters a weight score

from 5 to 1 respectively. Next, the answer to the question about recruitment has been summed and converged to the scale range referring to the formula of Sugiyono [19], it helps in making a clear interpretation of total score gained from the respondent's answer. Thus, the result of analysis is described as follows:

Table 1. Respondents' Responses to Recruitment (X)

Variable	Indicator	Respondent's Answer					Total Score	Assessment Criteria
		5	4	3	2	1		
Recruitment (X)	X ₁	13	27	24	10	3	268	high
	X ₂	7	34	33	1	2	274	high
	X ₃	14	32	27	4	0	287	high
	X ₄	14	28	28	7	0	280	high
	X ₅	6	24	23	15	9	234	Neutral
	X ₆	9	25	29	13	1	259	Neutral
	X ₇	8	24	30	13	2	254	Neutral
	X ₈	12	40	21	4	0	291	high
	X ₉	12	25	27	12	1	266	high
	X ₁₀	6	42	22	7	0	278	high
	X ₁₁	10	23	34	9	1	263	high
	X ₁₂	7	35	28	7	0	273	high
	X ₁₃	7	22	24	15	9	234	Neutral
	X ₁₄	15	24	28	28	0	311	high
	X ₁₅	7	36	26	8	0	273	high
	X ₁₆	10	33	21	12	1	270	high
Total						4315		
Mean						269	High	

Based on the results of the sum of the scores obtained, it is known that the total score of the recruitment variable is 4315 and the average is 269. This achievement is classified in the high category. Indeed, the implementation of recruitment at PT. Vale Tbk is going well, taking into account and considering the implementation of resource planning, manager requests, available job vacancies, manager opinions, job information analysis, job requirements, recruitment methods, and satisfactory applicants.

Similar to the above explanation, the variable of employee performance is also described to be several indicators. The statements are built based on quality, quantity, timeliness, effectiveness, and independence, each of them is described into two statements. The highest answer lies in the choice of strongly agree, which is then followed by answers agree, neutral, disagree, and strongly disagree. Respondent's answers lead to the assessment criteria of how high to low the company's employee performance. To be more understandable, the following table is presented the tabulation of employee's responses to the questions representing the performance.

Table 2. Respondents' Responses Performance (Y)

Variable	Indicator	Respondent's Answer					Total Score	Assessment Criteria
		5	4	3	2	1		
Performance (Y)	Y1	8	24	30	13	2	268	high
	Y2	12	40	21	4	0	254	Neutral
	Y3	12	25	27	12	1	291	high
	Y4	6	42	22	7	0	266	high
	Y5	10	23	34	9	1	278	high
	Y6	7	35	28	7	0	263	high
	Y7	5	34	28	7	3	273	high
	Y8	15	24	28	10	0	262	high
	Y9	7	36	26	8	0	275	high
	Y10	10	33	21	12	1	273	high
Total						2705		
Mean						270	High	

The data above are respondents' responses to statements that represent employee performance variables. Overall, the items of employee performance have a total score of 2705 and an average of 270 points. These results reflect the acquisition of high employee performance. High performance is based on the ability of employees to achieve quality, quantity, timeliness, effectiveness, and independence in work.

Simple Regression Analysis Results. Simple linear regression relates one dependent variable and an independent variable. In this study, it means linking job recruitment to employee performance at PT. Vale Tbk. The results of the resulting regression test are:

Table 3. Simple Linear Regression Analysis Results

Variable	Regression Coefficient	t count	Sig _t
Recruitment (X)	0,614	25,304	0,000
Constanta			1,015
R ²			0,895
R Square			0,894

The coefficient of determination (R^2) is the percentage of the effect of the dependent variable on the independent, how much the dependent variable can explain the independent variable. The greater the coefficient of determination, the more agree the dependent variable in explaining the independent variable. In this case, it means how far the employee's performance explains the recruitment variable. Based on the results of the simple linear regression analysis that has been carried out, it shows the influence of the independent variable recruitment on employee performance is 0.895. These results mean that 89.5% of employee performance can be explained by the recruitment variable. While the remaining 10.5% can be explained by other variables that are not included in the equation or research model. The value of the simple correlation coefficient that is known from Adjusted R Square is 0.895. This value describes a strong relationship between recruitment and employee performance variables. This means that recruitment and employee performance have a correlation with each other, and the resulting correlation is strong.

Hypothesis testing was conducted to determine whether the hypothesis proposed in this study was accepted or rejected. The research alternative hypothesis states that recruitment has a significant effect on employee performance at PT. Vale Tbk. Hypothesis testing is done by analyzing the t value on the results of a simple linear regression test. The t value is used to test whether the independent variable has an effect on the dependent variable. Decision making is done by looking at the calculated t value with the t table value at (α) that has been determined. From the partial calculation results show that at the 5% level of significance ($\alpha = 0.05$) with a 95% confidence level, the t table value is 2.642. By statistical testing through a simple linear regression test, the t-count value of 25.304 is obtained. Because the value of t count > t table ($25.304 > 2.642$), it means that H_0 is rejected and H_a is accepted. So, it can be said that the recruitment variable affects the performance of employees at PT. Vale Tbk.

Recruitment or better known as recruitment is a series of activities aimed at finding or attracting prospective workers or employees who meet the required qualifications to fill vacant positions or positions in the organization. Implementation of job recruitment measurement at PT. Vale Tbk is based on an evaluation of resource planning, manager requests, available job vacancies, manager opinions, job information analysis, job requirements, recruitment methods, and satisfactory applicants. Recruitment of employees in the company is going well, some aspects have high ratings for employees.

Thus, by considering several aspects, the implementation of employee recruitment at PT. Vale Tbk. have high qualifications. This is done to respond to predictions that will occur in the future, especially to address increasing business demand or company needs. Aspects with good achievement are resource planning, manager requests, job information analysis, and satisfying applicants. Other domains have a tendency towards quite well. Meanwhile, the indicator that has the lowest rating, which is sufficient, is the indicator of available job vacancies. Employee performance at PT. Vale Tbk is included in the high category. That is, the suitability of the performance and work results of employees with the standards set can be met properly. Evaluation of performance is based on indicators of quality, quantity, timeliness, effectiveness, and independence. Based on the results of the description, it shows that it has a positive effect. Thus, the implementation of performance by employees of PT. Vale Tbk is included in the high category or in accordance with expectations. This is because they are able to work in accordance with quality, quantity, on time, effectively, and independently in completing work.

From statistical analysis it is known that employee recruitment has a significant and positive effect on employee performance at PT. Vale Tbk. The processes that are passed during the withdrawal of workers contribute to the performance and work results of employees at PT. Vale Tbk. The direction of the resulting

influence is significant, in addition to meeting the significance level, this is also because recruitment affects performance by 89.5%. Besides being significant, it also has a positive effect. The interpretation is that the better the applicable recruitment process, the higher the employee performance displayed is predicted to be. The results of this study also support research by Aini and Nugroho, with similar results, namely employee recruitment is related to employee performance. The results are in line with research by Arif [24] and Avengalista, Hidayat, Panjaitan [15]; Jackson, Riebe, and Macau [25]; Agarwal et al [26]; Przytuła, Rank and Tracz-Krupa [27] explaining that recruitment has a positive impact on employee performance. The ongoing recruitment process will help employees know about the company and tailor their skills to the company's needs. Of course, this will help employees in completing their work. The results of this study are supported by research by Sudewa and Hartati [4]; Philip and Arrowsmith [28]; Gravel et al [29] explaining that recruitment has an effect on employee performance. In addition, the research of Hermawati and Indriyani [30]; Wahyuni, Firdayani, Kusumawanti, Pratiwi [31]; and Ariyati and Amelia [32] with results showing that recruitment has a positive effect on employee performance.

4. CONCLUSION

The results of the analysis and discussions reveal several points addressed in the recent study. First, the implementation of the recruitment process at PT. Vale Tbk takes place selectively. Second, the performance of employees in the company classifies into the high category, it means that employees work in accordance with company regulations. lastly, employee recruitment has a significant and positive effect on employee performance at PT. Vale Tbk.

Recruitment could be defined as a first and fundamental step in finding the qualified human resources. This paper emphasize that the procedures of recruitment contain a lot of aspects that candidates must be prepared before, during, and after they being recruited. Also, employee would be well-informed about what they must do on don't in the working hours to make their performance aligned to the company regulation. As it mentioned previously, this company have a high risk of safety, and when they have successfully recruited, they cannot put the vigilance over the miner's risk aside along with working hardly to meet the company demands. In other words, in order for the mining workers to become more optimized in their job, they must be properly equipped with physics, mental, competence, and readiness to work to reduce unwanted risk, which the information could be accessed during the recruitment process. It implies, the more selective the recruitments lead to the higher employee performance.

Employees at PT. Vale, Tbk have a good performance to the company and in collaboration with managers. It is hoped that in the future the company will be able to stabilize performance and optimize indicators with lower achievements. Company is highly expected to recruit the employees in fair and transparent, so all the applicant can acquire the same opportunity and be more competitive to show that they are eligible to work in mine. To engage more applicant, company can demonstrate in social media how to work in the mine, which actually very nice and safe.

The study contains of plenty weaknesses. First, the responders bias could not be forgotten. There is no confirmation check further to the respondents regarding to their responses. Then, the timing of collecting data is adjusted based on the respondents', which is more likely dishonesty to rise during questionnaires, as they tired of work so finish it in quick. Next, the instrument type is a closed questionnaire, which cannot disclose statements that any employee may desire to make, but are not available on the list. Considering the suggestion and limitation, further researchers can use recent research as a reference for developing relevance research by engaging other related variables. Further, they can invite a huge number of research samples and utilize a more complex and different data analysis tools. Also, the identical research can also be developed with focusing on the low indicators and why it happens. Therefore, from now and then, it can be obtained a complete, depth, and intact study on how recruits affect the performance of employees of a company and support items.

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