THE INFLUENCE OF RECRUITMENT AND SELECTION PROCESS ON TECHNICAL EMPLOYEE PERFORMANCE IN PT. TELKOM AKSES NORTH SURABAYA

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ABSTRACT

This research aims to analyze the influence of the process of recruitment and selection simultaneously as well as partially against employee performance support. In this study using a type of associative methods and quantitative data primary data sources by using the instrument of the questionnaire. The population in this research is the employee technician PT. Telkom Akses Surabaya Utara as many as 56 respondents.Sampling technique used was saturated samples or often called as well with a sample of the total. Analytical techniques used in this research is the Partial Least Square (PLS) includes test convergen validity, discriminan validity, composite realibility, cronch alpha, R-square, simulan test (test F) and partial test (test T). The results of the analysis explains that the process of recruitment and selection effect simultaneously against the performance of the employee, this is indicated by the value of the count of 40.991 F is greater than F table 4.02 and significance value (S ig) 0.000 smaller than 0.05 and the process of recruitment of influential partially against the performance of the employee, this is shown by the value T calculate of 3.024 is greater than 1.96 table T and value its significance (P values) 0.003 smaller than 0.05. As well as a selection of influential partially against the performance of the employee, this is shown by the value T calculate of 2.856 is greater than 1.96 table T and value its significance (P values) 0.004 smaller than 0.05

Keywords : recruitment, selection, employee technician performance

PRELIMINARY

The main key to creating professional human resources (HR) lies in the recruitment and selection process of prospective workers. Determine a human resource (HR) that has high competency and work standards and requires a specific strategy by company needs. Depreciation of employees that occurs is usually due to employees entering retirement, death, leaving the company with personal desires, or at remove it from the company for violating the company SOP. Based on the results of previous studies related to the recruitment and selection process on employee performance Raziq (2017) concluded "The effect of the recruitment, selection, and placement process on employee performance simultaneously influences and the dominant variable is the selection variable on employee performance".

Whereas according to Avisena (2017) "The selection and placement of workers is very beneficial and this is in holding the selection of labor. To occupy the positions available in the company that is placing the right person for the right position". And the results of Muiz's (2017) research show that recruitment and selection affect employee performance while job training, wages, and promotion do not have a significant

effect on employee performance. Based on the survey, the recruitment and selection process carried out by PT. Telkom Access Surabaya northern part using the method of e-recruitment (electronic recruitment) dissemination of recruitment information using electronic media/internet.

While in the selection practice, PT. Telkom Akses North Surabaya adopted a series of selection activities from various other companies in general, such as general knowledge tests, the existence of a network knowledge test, an interview test, and a psychological test.

Table 1. Number of Technician Employees PT. Telkom Access North Surabaya

Bulan	Karyawan Keluar	Karyawan Masuk	Total Teknisi Aktif
Juli			60
Agustus	7	6	59
September	5		54
Oktober		10	64
November			64
Desember	8		56

Sumber : Data sekunder diolah

Based on employee data in table 1 above, a problem was found where the number of technician employees was not proportional to the work targets provided by the company with the number of technician employees available. This can be seen from the lack of achievement of existing work targets with the results of performance that tends to decrease every day, where one team consisting of 2 technicians is only able to do 4 requests for new installations of Indihome services per day, but they are required to do 5 to 7 requests for pairs new Indihome services per day. This is due to the lack of technician employees which is not proportional to the number of requests/requests for Indihome services available.

THEORETICAL FRAMEWORK AND HYPOTHESES
Recruitment Process
According to Sinambela (2016: 118), the recruitment process is the process of withdrawing individuals as needed at the right time, an adequate number, with specified qualifications, and encouraging them or making them interested in applying for work to the company.

Indicators of the Recruitment Process
Indicators of the variable Recruitment Process according to Mathis and Jakson (2015: 112) include:
1. Basic Withdrawal
   The basis for withdrawing prospective employees must be determined in advance so that the applicants who submit applications according to the job or position of interest.
2. Sources of Withdrawal
   a. Internal recruitment sources, in recruitment, include existing employees who can be nominated to be promoted, rotated their duties as well as former employees who were hired or called back.
   b. External recruitment sources are sources for getting employees from outside the company who have certain weights or qualifications.

3. Withdrawal Method
   a. The closed method is when a withdrawal is informed of only certain employees or people. As a result, relatively few applications have come so that the opportunity to get good prospective employees becomes difficult.
   b. The open method is when the withdrawal of work is widely informed by placing advertisements on mass, print, and electronic media so that it is widely distributed to the public.

Selection
According to Ansory and Indrasari (2018: 68) a process that finds the right workforce from the many candidates or candidates that exist. The initial stage that needs to be done after receiving the application file is to see a list of applicant's life history. Then from the curriculum vitae of applicants carried out sorting between applicants who are called with those who fail to meet the standards of a job. Then the next one calls the selected candidates to conduct a written test and job interview.

Selection Indicator As for the results of observations and interviews of the authors obtained indicators used as a reference for the selection stages carried out at PT. Telkom Access North Surabaya, which is as follows:
1. Education
2. References
3. Writing Test
4. Psychology Test
5. Interview Test

Employee Performance
According to Sutrisno (2016: 6) performance is the success of someone in carrying out the task, the work achieved by a person or group of people in an organization per their respective authorities and responsibilities or about how a person is expected to function and behave following the tasks that have been being burdened to and the quantity, quality and time used in carrying out the task.

Employee Performance in Achievement
According to Baruno and Sudiro (2016: 229) The results of individual work both in quality and quantity based on skills and awareness of their interests and responsibilities as a worker. It can also be said that the achievements of each individual in carrying out their duties are different because the abilities, interests, and responsibilities of each individual are not the same.

Employee Performance Indicator
Employee performance indicators according to Mangkunegara (2014: 18) as follows:
1. Quantity
   Is the amount obtained expressed in terms such as the number of units, the number of activity cycles completed.
2. Quality
3. The quality of work can be measured by the employee's perception of the quality of work performed and also the perfection of the task of the skills and abilities of employees.
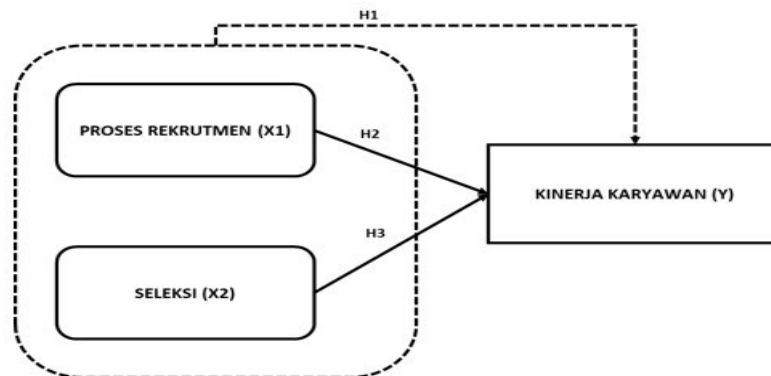
4. Timeliness

   Is the level of activity completed at the beginning of the specified time. Seen from coordination with the results coming out and also maximizing the time available for other activities.

5. Effectiveness

   Is the maximum level of use of organizational resources of energy, money, technology, raw materials to increase the results in each unit in the use of resources.

Conceptual Framework

RESEARCH METHODS

Population and Sample

The population in this study were all technician employees namely 56 technician employees of PT. Telkom Akses North Surabaya. The sampling technique in this study is the saturated sample or often called total sampling. The saturated sample is a census, where all members of the population are sampled. So the sample in this study was all PT. Telkom Access North Surabaya with 56 technician employees.

Data Type and Data Source

This type of research data is quantitative with associative methods and forms of causal relationships. Causal relationships are causal relationships. So, the independent variable is that the recruitment and selection process affects the performance dependent variable. Primary data sources obtained directly from PT. Telkom Access is the result of a questionnaire from respondents directly. And secondary data obtained are data on the number of technician employees, literature sources, company history, and internet media.

Validity and Reliability Tests

A validity test is done by correlating the score of items with a total score of items. In this case, the correlation coefficient which has a significantly smaller value of 5% indicates that the items are accurate as indicators. Whereas the Reliability Test has the utility to find out whether the instrument has a good confidence index if tested repeatedly. A measurement instrument is said to be reliable if the measurement is consistent and accurate.

Analysis Method

This research uses Structural Equation Modeling (SEM) analysis tool with an alternative method, namely Partial Least Square (PLS). The reason for making this analysis technique is because the sample size is less than 100 people, that is only 56 people and it is more unnecessary with many strong assumptions or theories and explains how the influence of one variable with other variables

through hypothesis testing and aims to prove whether or not one variable affects other variables studied. The model indicator of the latent variable used is an indicator of the reflexive model. The characteristics of reflexive indicators are the direction of the causal relationship from latent variables to indicators, between indicators expected to correlate with each other, omitting an indicator will not change the meaning and meaning of the measured variable.

DATA ANALYSIS AND DISCUSSION
Data Quality Testing
a. Designing a Structural Model (Inner Model)
   Structural model design is adjusted to the alleged relationship between variables that have been explained that the exogenous variables (independent variables) the recruitment and selection process affects the endogenous variables (dependent variable) employee performance.
b. Designing a Measurement Model (Outer Model)
   Variable X1 (Recruitment Process) is explained by 5 indicators consisting of X1.1 to X1.5. Variable X2 (Selection) explained 5 indicators consisting of X2.1 to X2.5. And the variable Y (Employee Performance) is explained by 5 indicators consisting of Y1.1 to Y1.5.
c. Testing Evaluation of the Measurement Model (Outer Model)
   In connection with the indicators that form latent variables in this study are reflexive, to measure the validity test by looking at the value of convergent validity and discriminant validity, then the reliability test by looking at the value of composite reliability and Cronbach alpha.

1. Test Validity With Convergent Validity
   Convergent validity can be seen from the correlation between item/indicator scores and construct scores. The indicator in the category is good if the outer loading value is above 0.70. But according to Ghozali and Latan (2015: 37) at the research stage of the development scale, the outer loading value of 0.60 to 0.50 is still acceptable.
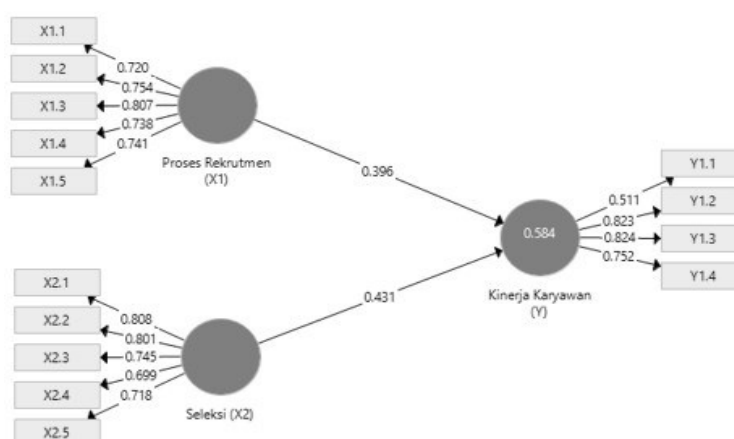
Table 2. Outer Loading

	Proses Rekrutmen (X1)	Seleksi (X2)	Kinerja Karyawan (Y)	Keterangan
X1.1	0,718			Valid
X1.2	0,751			Valid
X1.3	0,803			Valid
X1.4	0,742			Valid
X1.5	0,747			Valid
X2.1		0,823		Valid
X2.2		0,814		Valid
X2.3		0,741		Valid
X2.4		0,669		Valid
X2.5		0,719		Valid
Y1.1			0,513	Valid
Y1.2			0,804	Valid

Y1.3	0,819	Valid
Y1.4	0,718	Valid
Y1.5	0,453	Tidak Valid

Sumber : Data diolah dari Output PLS versi 3.

Based on the above table, the employee performance indicator Y1.5 must be removed from the model because it has an outer loading of less than 0.50 and is not significant. Next, redesign a new measurement model. Data is presented in the path diagram picture as follows.

2. Test Validity With Discriminant Validity

An indicator is declared valid if the cross-loading indicator value on the variable is the largest compared to other variables. Based on the results obtained from table 3 below, it can be stated that the indicators used in this study have good discriminant validity in preparing their respective variables.

Table 3. Cross Loading

	PROSES REKRUTMEN (X[1])	SELEKSI (X2)	KINERJA KARYAWAN (Y)
X1.1	0,72	0,328	0,501
X1.2	0,754	0,538	0,557
X1.3	0,807	0,57	0,612
X1.4	0,738	0,576	0,474
X1.5	0,741	0,66	0,472
X2.1	0,687	0,808	0,534
X2.2	0,642	0,801	0,575
X2.3	0,605	0,718	0,528
X2.4	0,306	0,699	0,498
X2.5	0,416	0,745	0,546
Y1.1	0,34	0,651	0,511
Y1.2	0,525	0,486	0,823
Y1.3	0,668	0,536	0,824
Y1.4	0,472	0,526	0,752

Sumber : Data diolah dari Output PLS versi 3.

3. Reliability Test with Composite Reliability and Cronch Alpha
   The construct is reliable if the composite reliability value is above 0.70 and the alpha cronch value above 0.60, the indicator is said to be consistent in measuring its latent variables.

Table 4. Composite Reliability and Cronch Alpha

	Composite Reliability	Cronch Alpha
Kinerja Karyawan (Y)	0,823	0,714
Proses Rekrutmen (X1)	0,867	0,809
Seleksi (X2)	0,869	0,811

Sumber : Data diolah dari Output PLS versi 3

The results of testing reliability and Cronbach's alpha composite for all variables (constructs) in this study showed a value of more than 0.70 so that all of the variables are said to be reliable.

d. Testing Structural Model Evaluation Testing (Inner Model)
   According to Ghozali and Latan (2015: 78), the value of R-Square can be used to explain the effect of exogenous variables on whether endogenous variables have substantive effects. R-square values of 0.75, 0.50, and 0.25 can be concluded that the model is strong, moderate, and weak.

Tabel 5. R-*square* (R^2)

	R-Square
Kinerja Karyawan (Y)	0,584

Sumber : Data diolah dari Output PLS versi 3

The table above shows that the R2 value of the endogenous variable ie Employee Performance is 0.584 then the model is included in the moderate model criteria. It can be interpreted that the model can explain the endogenous variable of Employee Performance that is influenced by the exogenous variable. (100% - 58.04%) of 41.06% is explained by other variables that are not in this study.

Hypothesis Test
1. Simultaneous Test
   The F test is used to find out simultaneously or together the independent variable of the Recruitment Process (X1) Selection (X2) of the Employee Performance dependent variable (Y). The significant test of this model can be seen in the calculated F value obtained from SPSS 21

Tabel 6. Uji Simultan dengan

Uji F ANOVA[a]

Model	Sum Of Squares	Df	Mean Squares	F
1 Regression	205,188	2	102,594	40,991
Residual	132,652	53	2,503	
Total	337,839	55		

a. Dependen Variabel : Kinerja Karyawan
b. Predictors (Constant), Seleksi, Proses Rekrutmen

Sumber : Data diolah menggunakan SPSS 21

Based on the results of the F test can be seen the above data obtained from the calculated F value 40,991, while the F table in this study where df1 = k - 1, and df2 = n - k, where in this study the number of independent variables 2 and the number of research samples 56, so that df 1 = 2 - 1 = 1 and df 2 = 56 - 2 = 54, so, it can be seen ftabel in this study 4.02, so it can be concluded Fcount 40.991> FTabel 4.02 and the significant level in this study 0.000 <0.005. Based on the comparison of the value of Fcount> FTabel to determine whether Ha is rejected or accepted is as follows:

If Fcount> Ftable means Ha is accepted and Ho is rejected
If Fcount <F table means Ha is rejected and Ho is accepted

This means that the recruitment and selection process simultaneously influences the performance of the technician employees.

2. Partial Test

To test the hypothesis is done by looking at the value of T-Statistics (T arithmetic) and P-values. The research hypothesis can be accepted if T-Statistics> (T table) alpha 5% (1.96) and P-values <0.05. Below is the hypothesis test results obtained through the inner model as follows:

Table 7. Partial Test with T-Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (SSTDEV)	T Statistics (Io/STERR)	P Values
Proses Rekrutmen (X1) → Kinerja Karyawan (Y)	0,396	0,404	0,129	3,069	0,002
Seleksi (X2) → Kinerja Karyawan (Y)	0,431	0,434	0,147	2,94	0,003

Sumber : Data diolah dari Output PLS versi 3.

The H2 and H3 hypotheses which state:

1. The Recruitment Process (X1) has a positive effect on Employee Performance (Y) is acceptable, because it has a T-statistics (T-Count) value of 3.069 is greater than the value of T-Table (5%) = 1.96, and the value of P-values equal to 0.002 smaller than the significant level of 0.005 then Significant (positive).
2. Selection (X2) has a positive effect on Employee Performance (Y) is acceptable, because it has a T-statistics (T-Count) of 2.940 greater than the value of T-Table (5%) = 1.96, and P-values of 0.003 is smaller than the significant level of 0.005, it is significant (positive).

Conclusion

By using PLS analysis techniques to test the effect of the recruitment and selection process on the performance of technician employees at PT. Telkom Access North Surabaya, it can be concluded as follows:

1. The results of testing the first hypothesis indicate that the process of recruitment and selection simultaneously has a positive and significant effect on employee performance. This can be proven that the results of Fcount> FTabel and significant values <0.05 so that H1 is accepted.
2. The results of the second hypothesis testing indicate that the recruitment process partially has a positive and significant effect on employee performance.
3. The results of testing the third hypothesis show that the selection partially has a positive and significant effect on employee performance. This can be proven that the results of Tcount> TTable and a significant value <0.05 so that H3 is accepted.

Limitation

The limited time to research more in observing what has happened in PT. Telkom Access Surabaya because many other factors can improve employee performance found when observing the discovery of work organization culture and non-objective work assessment may be continued by subsequent researchers.

Suggestion

1. It is expected that the company will describe career paths and positions so that employees will be motivated and directed or described in the next 3 to 5 years what they will become at PT. Telkom Access North Surabaya
2. It is expected that the company maintains employee loyalty and well-being by considering those who excel in the company so that those who contribute to the company feel comfortable at work and do not assume that PT. Telkom Access is only a place to find work experience.

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