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The Influence Of Recruitment And Selection On Employee Work Productivity At The Zhm Premiere Hotel Padang

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Abstracts--This aims to determine and analyze how much influence Recruitment and Selection have on Employee Productivity of The ZHM Premiere Hotel Padang. The research method used is descriptive quantitative. The sampling technique used was Total Sampling, with a sample of 100 respondents. The data analysis technique used is multiple linear regression, t test, F test, and the coefficient of determination. Based on the results of multiple linear analysis tests, Y = 41.547 + 0.040 X1 + 0.273 X2 +

e. Based on the results of the t test, it was found that the recruitment variable had no significant effect on the work productivity of The ZHM Premiere Hotel Padang employees, the selection variable had a significant effect on the work productivity of The ZHM Premiere Hotel Padang employees. Based on the results of the F test with F_{count} values < F_{table} or 2.575 < 3.09 and a significant level of 0.081 > 0.05, it was found that the recruitment and selection variables together did not have a significant effect on the work productivity of The ZHM Premiere Hotel Padang employees. While the results of the coefficient of determination show that the independent variable on the dependent variable is only 3.1%, the remaining 96.9% is explained by other variables not examined in this study.

Keywords: Recruitment, Selection, Employee Productivity.

I. INTRODUCTION

Zuri Hospitality Management (ZHM) is a national Hotel Group / Hotel Chain management company based in Pekanbaru, Riau. Zuri Hospitality Management on December 22, 2012 presented The ZHM Premiere Hotel Padang, formerly known as Grand Zuri Hotel Padang. The ZHM Premiere is the highest *brand* in Zuri Hospitality Management. The hotel is located in a strategic location on Jln M.Thamrin No 27 Padang.

The survival of a company depends on how far the company is able to use existing opportunities and face problems outside the company with all the potential of its human resources. To be able to obtain quality human resources who have work productivity, it is necessary to attract labor (recruitment), selection, and placement of labor in order to achieve company goals.

Recruitment is identified as a series of activities to find and attract job applicants with the necessary motivation, ability, skills, and knowledge to cover the shortages identified in employee planning (Sudiro, 2011 in Dwihatmojo, 2016: 122).

The ZHM Premiere Hotel Padang recruits employees using internal and external sources. Internal sources of the Hotel utilize existing employees to fill existing vacancies, while external sources by utilizing educational institutions such as Hospitality Science Education institutions. Besides that the ZHM Premiere Hotel Padang is also using the employee referal method.

The problem in the recruitment process of The ZHM Premiere Hotel Padang is in the internal recommendation method used, where internal hotel employees can suggest suitable colleagues or family to fill vacancies. However, in reality, the recruitment that occurs is not in accordance with the predetermined provisions, prospective employees who are accepted are not based on the job specifications needed.so that disrupting the employee's work productivity.

Problems in the selection process of The ZHM Premiere Hotel Padang exist because the selection process is incomplete and often only relies on interview tests on the grounds of shortening time and already knowing the prospective employees to be recruited. In fact, to get the required specifications in a short time, the selection process should not only rely on interview tests but also by creating an accurate *job description*.

According to Hanaysha (2016) in Purnami (2019: 5612) work productivity is an important factor in the company to build an organization that has competitiveness, achieve company goals, have good performance and meet the proportions in holding organizational interests.

Problems in work productivity exist due to improper recruitment and selection processes so that companies recruit employees who do not have the skills and knowledge needed in their field of work. So that the productivity of these employees decreases because they are less capable in doing their work. Decreased employee productivity can cause company productivity to decline as well.

II. METHODOLOGY

1. Human Resource Management

According to Hasibuan (2017: 10), human resource management is the science and art of regulating the relationship and role of labor to effectively and efficiently help realize the goals of the company, employees and society.

2. Recruitment

According to Handoko (2018: 38), recruitment is the process of obtaining a number of qualified human resources (employees) to occupy a position or job in a company. Recruitment indicators are the basis of employee attraction sources, employee sources and employee attraction methods.

3. Selection

According to Sunyoto (2012) in Andrian (2017: 77), Selection is the process of selecting from a group of applicants, people or people who meet the criteria for available positions based on the current conditions needed by the company. Selection indicators are education, experience, health, written tests and interview tests.

4. Employee Performance

According to Sutrisno (2015: 104), work productivity in general is the relationship between output (goods or services) and input (labor, materials, money). Indicators of work productivity are ability, improving results achieved, morale, self-development, quality, and efficiency.

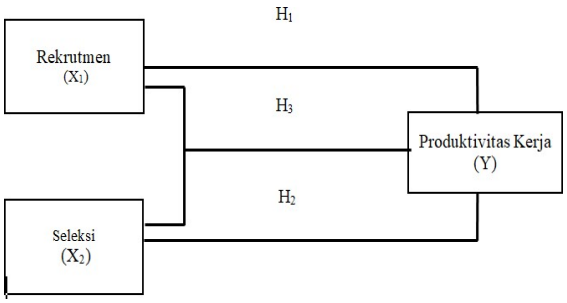

Figure 1. Research Conceptual Framework

III. RESULTS AND DISCUSSION

The research method used in this research is quantitative. According to Sugiyono (2016: 7), quantitative methods can be interpreted as research methods based on the philosophy of positivism, used to research on populations and populations and populations sample spesific, data collection using instrument research and data analysis is quantitative or statistical with the aim of testing the hyphothesis that has beeb applied. The population in this study were employee at the ZHM Premiere Hotel Padang with a total of 223 employees. Sample technique in the study using *total sampling*. The sample used in this study were permanent employees at The ZHM Premiere Hotel Padang with a total of 100 employees.

A. Descriptive Analysis

The highest level of respondent achievement in recruitment is in statement no. 2: the terms of recruitment have been determined in advance by the HRD department and statement no. 4 : employee recruitment at The ZHM Premiere Hotel Padang is carried out internally and externally in a good category with TCR 87.8%. The lowest achievement was in statement no. 3 : the withdrawal of employees if needed internally with a good category with a TCR of 86.4%. Overall recruitment at The ZHM Premiere Hotel Padang has an average recruitment variable of 87.23% with the achievement of respondents in the good category.

The highest level of respondent achievement in selection is in statement no 10 : The ZHM Premiere Hotel Padang conducts personal interview tests on prospective employees with a very good category and 90% TCR while the lowest TCR is in statement no. 1: The education level of prospective employees is a condition for accepting employees of The ZHM Premiere Hotel Padang with a TCR of 85% in the good category. Overall, the selection at ZHM Premiere Padang has an average TCR of 87.32% with a good achievement score.

The highest level of respondent achievement in work productivity is in statement no 9 : The quality of work of employees of The ZHM Premiere Hotel always improves every year with a very good category with a TCR of 91.8%, while the lowest level of respondent achievement is in statement no. 2: the skills and professionalism of employees have an influence on completing the assigned tasks with a TCR of 89% in the good category.

Validity Test and Reliability Test

Validity Rest

According to Sugiyono (2018: 287), validity is a measure that shows the level of reliability or authenticity of a measuring instrument. The validity of a statement item can be seen in the results of the *Statistical Program for Social Science* (SPSS) *output* in the table with the title *item-total statistics*, To calculate the validity of the measuring instrument, the *Pearson Product Moment* formula is used (Sugiyono 2018: 290).

Reliability Test

The decision-making criteria for the reliability test are as follows:

1. If the *Cronbachs alpha* value ≥ the *standard Cronbach alpha* value = 0.600, the statement instrument is declared reliable.
2. If the *Cronbachs alpha* value < the *standard Cronbach alpha* value = 0.600, the statement instrument is declared unreliable.

B. Multiple Linear Regression Analysis

Multiple linear regression analysis aims to test between one variable and another Multiple linear regression analysis can be formulated in the form of multiple linear regression equations (Sugiyono, 2018: 276), namely:

$$Y = a+b1.X1+b2.X2+e$$

Description:

Y = Work productivity

a = Constant

X_1 = Recruitment

X_2 = Selection

e = *Standard error*

b1, b2 = The magnitude of the coefficient of each variable

Test t (Partial)

According to Sugiyono (2013: 184), the t test aims to determine the effect of an *independent* variable on the *dependent* variable separately. This test can be done by comparing $_{tcount}$ with t_{tabel} or by looking at the significance column on each $_{tcount}$. the formula used is as follows:

$$t = \frac{r\sqrt{n-2}}{\sqrt{1-r2}}$$

between the independent variable and the dependent variable.

a. If $_{t\ count} > _{t\ table}$ and a significant value > 0.05 then there is no partial or significant effect

b. If tcount> t_{tabel} and a significant value <0.05 then there is a partial or significant influence between the independent variable and the dependent variable.

F Test (Simultaneous)

According to Sugiyono (2018: 192), the F test is used to determine whether the *independent* variables together have a significant effect on the *dependent variable*. This test is carried out to compare the significant value of $_{Fcount}$ with F_{tabel} with a significance value level <0.05. The statistical F value can be used to evaluate the hypothesis that whether there is no *independent* variable that explains the Y variable around its average value with a certain degree of confidence df_1 = k-1 and df_2 = n - k. The statistical test is as follows:

$$F_{count} = \frac{R^2/k}{(1-R^2)\,(n-k-1)}$$

Description:

F = F count

R^2 = multiple correlation coefficient

n = number of sample members

k = number of independent variables

Decision making:

a. If fcount< f_{tabel} then there is no effect of variables X_1 and X_2 on Y simultaneously and

b. If fcount>f_{tabel} then there is an effect of variables X_1 and X_2 on Y simultaneously

Test Coefficient of Determination (R)^2

Testing the coefficient of determination can use the following formula:

$$R^2 = \frac{b \sum X\, yy \; + \; b \sum X\, yy}{\sum X^2}$$

Description :

R^2 = Coeffient of determination

b1 = Correlation coefficient

b2 = Square of difference between Y Value and average Y value

IV. RESEARCH RESULTS

Multiple Linear Regression Analysis Results

According to Sugiyono (2013: 267), the multiple linear regression test aims to measure the influence between the independent variable and the dependent variable whether each independent variable has a positive or negative effect to predict the value of the independent variable increase or decrease. The results of the multiple linear regression test carried out can be seen in Table 1 below

Table 1. Multiple Linear Regression Test Results Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	41,547	7,147		5,813	0,000
	Recruitment (X1)	0,040	0,215	0,019	0,186	0,853
	Selection (X2)	0,273	0,124	0,221	2,197	0,030

a. *Dependent Variable*: Work Productivity

Source: Processed Primary Data (2023)

Based on data analysis using the SPSS ptogram, the results of the multiple linear regression equation can be obtained as follows:

$$Y = 41.547 + 0.040\ X_1 + 0.273\ X_2 + e$$

Equation regression equation above shows the relationship between the independent variable and the dependent variable partially, from this equation it can be concluded that:

1. The constant value is 41.547, which means that if there is no change in the recruitment, selection variables (X1, X2 is 0) then the work productivity of employees of The ZHM Premiere Hotel Padang already exists at 41.547.
2. The recruitment regression coefficient value is 0.040, meaning that the recruitment variable (X1) increases by 1 (unit) assuming the selection variable (X2) and the constant (a) is 0 (zero), then the work productivity of employees of The ZHM Premiere Hotel Padang increases by 0.040 units.
3. The regression coefficient value of Selection is 0.273, which means that the Selection variable (X2) increases by 1 (unit) with the assumption that the Recruitment variable (X1) and the constant variable (X2) increase by 1 (unit).

(a)is 0 (zero) then the work productivity of employees of The ZHM Premiere Hotel Padang increases by 0.273 units.

The result of t test (Partial)

Based on the results of the t test (partial) conducted using SPSS, the results of the t test (partial) can be seen in the following table:

Table 2. The result of t test (Partial) Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	41,547	7,147		5,813	0,000
	Recruitment (X1)	0,040	0,215	0,019	0,186	0,853
	Selection (X2)	0,273	0,124	0,221	2,197	0,030

a. *Dependent Variable*: Position Promotion

Source: Processed Primary Data (2023)

In Table 2, it can be seen that the t-count value for the recruitment variable is 0.186 with a significant probability of 0.853, with df = n-k.100-3 = 97 obtained t_{tabel} of 1.660. Judging from the above results, it is known that $t_{count} < t_{tabel}$ (0.186 < 1.660) and sig value. 0.853 > 0.05, it can be concluded that recruitment has no significant effect on work productivity, so H_0 is accepted H_1 is rejected.

In Table 2, it can be seen that the t-count value for the selection variable is 2.197 with a significant probability of 0.030, with df = n-k.100-3 = 97 obtained t_{tabel} of 1.660. Judging from the above results, it is known that $t_{thitung} < t_{tabel}$ (2.197 > 1.660) and sig value. 0.030 <0.05, it can be concluded that selection has a significant effect on work productivity, so H_0 is rejected H_2 is accepted.

F Test Results (Simultaneous)

According to Sugiyono (2018: 275), the F test is used to determine whether the *independent* variables together have a significant effect on the *dependent* variable. The results of the F test can be seen in the following table:

Table 3 ANOVA F Test Results[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	187,708	2	93,854	2,575	0,081 b
	Residuals	3535,292	97	36,446		
	Total	3723,000	99			

a. *Dependent Variable*: Work Productivity

b. *Predictors: (Constant),* Selection, Recruitment

Source: Processed Primary Data (2023)

Based on Table 3, it can be seen that the value of $_{Fhitung}$ is 2.575 with the value of F_{tabel} df_1 = k-1 (3-1 = 2), df_2 = n-k (100-3 = 97) is 3.09. So that the value of $_{Fhitung} < F_{tabel}$ or 2.575 < 3.09 and the sig level. = 0.081 > 0.05, then H_0 is accepted and H_3 is rejected. It can be concluded that the recruitment (X_1) and selection (X_2) variables together do not have a significant effect on work productivity (Y) on employees of The ZHM Premiere Hotel Padang.

Test Results of the Coefficient of Determination (R)^2

The results of testing the coefficient of determination for the effect of recruitment and selection on employee productivity of The ZHM Premiere Hotel Padang can be seen in Table 4 below:

Table 4. Coefficient of Determination Test Results Model Summary

Model	*R*	*R Square*	Adjusted R Square	Std Error of the Estimate
1	0,225	0,050	0,031	6,03708

a. Preditors : (Constant): Selection, Recruitment

b. Dependent Variable : Work Productivity

Sources : Primary (2023)

Based on table 4, it is known that the coefficient of determination is found in the adjusted R square value of 0.031. This means that the independent variable on the dependent variable is only 3.1%, the remaining 96.9% is explained by other variables not examined such as compensation and leadership style (Saleh, 2018: 45-47).

The Influence Recruitment on Work Productivity

Based on the results of hypothesis testing, it is known that Recruitment (X_1) has a positive but insignificant effect on the work productivity of employees of The ZHM Premiere Hotel Padang, with a sig value of 0.853> 0.05 and $_{tcount} < t_{tabel}$ of 0.186 < 1.660. The multiple linear equation of this study Y = 41.547 + 0.040 X_1 + 0.273 X_2 + *e, it* is concluded that H_0 is accepted H_1 is rejected. Then the form of influence is positive because the value of the regression coefficient is 0.040, meaning that every 1 unit increase in the recruitment variable (X_1) with the assumption that the selection variable (X2) and and the constant (a) is 0

(zero) then the employee productivity of The ZHM Premiere Hotel Padang increases by 4%.

The Influence Selection on Work Productivity

Based on the results of hypotesis testing, it is known that Selection (X_2) has positive and significant effect on work productivity of employees of The ZHM Premiere Hotel Padang with a sig value 0.030 < 0.05 and t count > t table of 2.197 >1.660. The multiple linear equation of this study Y = 41.547 + 0.040 X_1 + 0.273 X_2 + *e,* it is concluded that H_0 is rejected H_2 is accepted.Then the form of influence is positive because the value of the regression coefficient is 0.273, meaning that every 1 unit increase in the selection variable (X_2) with the assumption that the recruitment variable (X_1) and and the constant (a) is 0 (zero) then the employee productivity of The ZHM Premiere Hotel Padang increases by 27.3%.

The Influence Recruitment and Selection on Work Productivity

Based on the test results, it can be seen that the value of $_{Fcount}$ < F_{tabel} or 2.575 < 3.09 and a significant level of 0.081> 0.05, then H_0 is accepted and H_3 is rejected, it can be concluded that the recruitment variables (X_1), selection (X_2) together do not have a significant effect on work productivity (Y) on employees of The ZHM Premiere Hotel Padang. The magnitude of the effect of recruitment and selection simultaneously on the work productivity of employees of The ZHM Premiere Hotel Padang is 3.1%, the remaining 96.9% is influenced by other variables such as compensation and leadership style (Saleh, 2018: 45-47).

V. CONCLUSION

Based on the research results that have beenconducted, the following conclusions can be drawn:

1. The t test results of the recruitment variable have no significant effect on the work productivity of employees of The ZHM Premiere Hotel Padang. This can be seen from the significant value of 0.853> 0.05 the value of t_{tabel} df = n - k = 100 - 3 (1.660) so the value of tcount < t_{tabel} (0.186 < 1.660) then H_0 is accepted and H_1 is rejected.
2. The t test results of the selection variable have a significant effect on the work productivity of employees of The ZHM Premiere Hotel Padang. This can be seen from the significant value of 0.03 <0.05 the value of t_{tabel} df = n - k = 100 - 3 (1.660) so the value of tcount> t_{tabel} (2.197> 1.660) then H_0 is rejected and H_1 is accepted.
3. The results of the F test of recruitment variables (X_1), and selection (X_2) together do not have a significant effect on employee work productivity (Y) The ZHM Premiere Hotel Padang. This can be seen from the significant value of 0.081$_{tabel}$> 0.05 and $_{Fcount}$ of 2.575 with a t value of df1 = k -1 (3-1=2) and df2= n- k (100 - 3 = 97) of 3.09 then H_0 is accepted and H_3 is rejected.
4. The coefficient of determination test results are found in the *adjusted R square* value with a value of 0.031. This means that the recruitment variable (X_1), and selection (X_2) can contribute to the work productivity variable (Y) by 3.1% and the remaining 96.9% is influenced by other variables not examined in this study such as compensation and leadership style (Saleh, 2018: 4547).

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