THE INFLUENCE OF RECRUITMENT PROCESS ON PERFORMANCE OF NEW EMPLOYEES AT 5 STAR HOTEL JAKARTA

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ABSTRACT

This study examines the effects of the recruitment process to performance at 5 Star Hotel Jakarta. Recruitment process is an independent variable, performance is dependent variable. Explanatory research with descriptive and correlation method is new employees.

The number of sample is 101 respondents. The purposive sampling technique is applied with criteria at 5 Star Hotel Jakarta. Data are collected with questionnaires and processed with data analysis.

These results indicate that the reliability test was very high (0.880) and based on 22 instruments statement only 1 was invalid. It showed that 101 new employees as respondents consistently answered because they understood and experienced. Each variable has an average value of 4.11 for the recruitment process that is important for new employees and 4.16 for performance that is well. The recruitment process has a low correlation with performance is 0.329. The recruitment process also has a little effect on performance is 10.8%.

Based on these results, This 5 Star Hotel should improve the recruitment procedure, increase a conducive, and comfortable working atmosphere.

Keywords: *Recruitment Process and Performance.*

INTRODUCTION

The problem faced by Indonesia in the process of economic development is the existence of natural resources is abundant with low quality of Human Resources (HR), as well as with limited capital. This is reinforced by the increasingly high population growth which is indicated by higher birth rates compared to the mortality rate.

Based on data submitted by the Minister of Home Affairs (Minister of Home Affairs) RI Tjahjo Kumolo (Setiawan, 2017), the number of Indonesian population as of June, 30 2016 was 257,912,349 inhabitants. Thus, given the increasing number of people causing excessive labor supply, the demand for labor is very limited.

Most working people have a desire to work in the formal sector. Therefore, many companies stood in Jakarta. One of them is a 5 Star Hotel located in South Jakarta. Hariyadi Sukamdani as Chairman of Indonesian Hotel and Restaurant Association (PHRI) stated that in 2016 the number of hotel rooms in Indonesia reaches 270,500 units and in 2017 increases 58,000 units. In addition, property consultant Colliers International Indonesia (Eka, 2016) stated that 39 new hotels to be built in Jakarta consist of 9 budget hotels, 10 three star hotels, 15 four star hotels and 5 five star hotels ahead of the 2018 Asian Games.

The growing business of hospitality services, of course, increasingly require employees with good performance, reliable, honest, skillful, and have a good hospitality competence in able to meet the wishes of guests with all their needs in able to always return to the hotel.

So, the employees can work with joy in accordance with applicable procedures, able to compete and excel in the field, also able to provide innovation in work.

Finding, recruiting, and selecting employees with the required performance is not an easy task, because the existence of a good recruitment process hired qualified employees who can lift the image of the company. And create a dynamic work environment and professional. Therefore, it takes good cooperation from each department in realizing the procurement of new employees.

The purpose of this research is to explore further on "Is There Any Influence of Recruitment Process on Performance of New Employees at 5 Star Hotel Jakarta?"
a. To know the implementation of the recruitment process of new employees at 5 Star Hotel Jakarta

b. To know the performance of new employees at 5 Star Hotel Jakarta

c. To know the influence of recruitment process toward performance of new employees at 5 Star Hotel Jakarta

METODOLOGI

This type of research used in this research is explanatory research with descriptive and correlation method. From the explanation in this study the variables that will be used, among others:

a. Recruitment process (X)

b. Performance (Y1)

In this research the population is employees at all departments consist of 338 people. Sampling used in this research is purposive sampling. Determination of the number of samples in this refers to opinion of Sugiyono (2013, p.116), the sample is "part of the number and characteristics possessed by that population". Sample measurement is a step to determine the size of samples taken in conducting the research of an object.

In this research the structure and method of data analysis to be used are:

a. Reliability Test

According to Morrisan (2014, p.99) reliability is "an indicator of reliability or reliability of a measurement result". A measurement is called reliable or has reliability if it consistently gives the same answer. This test is used to find out how far the measurement results remain consistent when measured twice or more against the same symptoms using the same gauge.

b. Validity Test

According to Morrisan (2014, p.103) in addition to be reliable, a measurement must also have validity. Validity refers to how far an empirical measure adequately describes the true meaning of the concept under study. In other words, a valid measurement instrument measures what should be measured, or measures what we want to measure.

c. Descriptive Statistic Test

According to Aziz (2017) to assess the variables x and y variables, then the analysis used is based on the mean of each variable. This average value is obtained by summing the overall data in each variable then divided by the number of respondents.

d. Coefficient Correlation Test

According to Arikunto (2013, p.313) the correlation coefficient is "a statistical tool, which can be used to compare the results of measurements of two different variables in order to determine the degree of relationship between these variables".

e. Regression Test

According to Sugiyono (2013, p.277) defines that multiple regression analysis is used to predict how the dependent variable (rise and fall) state, when two or more independent variables as a predictor factor are manipulated (up and down).

LITERATURE REVIEW

Recruitment Process

According to Mardianto (2014, p.8) recruitment is "as a process to get the candidate employees who have the ability in accordance with the qualifications and needs of an organization/company". In determining and implementing appropriate and effective recruitment procedures, a hotel can survive in the face of a dynamic environment by acquiring employees who have the ability of reliable, professional, and able to build the image of the company in accordance with the purpose of the hotel, so as to create a hospitality business into the trust of the guests.

The main purpose of the recruitment process is to get the right person for a particular position, so that the person is able to work optimally and can stay in the company for a long time.

There are several processes of recruitment and selection according to Yuli (2005, p.50) in Nurhayati (2016) consist of:

a. Planning and Forecasting

Phase Planning and job forecasting activities are core activities that always underlie other activities, including what type of work will be filled out. This stage will be developed again in the next stages.

b. Identification

The next stage is to determine the "who" candidate to be recruited. Who is here about what capabilities the candidate has and what skills and experience they have had.

c. Applicants Complete Application Form

Identification of candidates can be done by asking the candidates to enter the application file that was announced in advertising. Applicants who are accepted administratively are candidates who meet the requirements set by the organization. Noteworthy in this stage is the suitability between the contents of the application sent with a filled form.

d. General Intelligence Test

This test is commonly known as the IQ test and is actually a mixed talent test. This test can be used to provide a common standard measure where different educational skills can be seen.

e. Skills Tests

This test is a test of ability or knowledge. This test measures the skills achieved in a particular field or skill. For example typing tests, someone who can type quickly can be declared already experienced.

f. Talent Test

This test is a person's ability to do a job. This test includes the ability to associate with numbers, letters or writing and machines. For example computer programming test.

g. Personality test

This test reveals the potential capabilities of real prospective workers, and can be known talent, interest, motivation, emotion, personality and other special abilities that exist in prospective workers.

h. Medical check up

This test covers the physician's physical examination whether it meets the specifications that have been required to take office, such as hearing, sight, (color blindness or not) and having a disability or not.

i. Interview

This interview is conducted to determine the extent to which the applicant's practical ability to do and get an idea of whether the applicant can be invited to work together or not.

j. Determining Accepted or Rejected

Top managers will decide on the acceptance or rejection of applicants upon receipt of the results of previous selection. Applicants who do not meet the specifications are rejected, whereas applicants who graduate from each selection are decided to be accepted as prospective employees on probation.

Performance

According to Mathis, et al (2001) although job satisfaction is interesting and important, the most fundamental is the influence of job satisfaction on the organization that will affect employee performance.

Beside of that, according to Mathis (2006, p.378) performance is essentially what employees do. The performance of an employee will be good, if employees have high expertise, willingness to work, the rewards/wages are feasible and have hope for the future. Optimal performance will be realized when the organization can select employees who have the motivation and skills appropriate to their work and choose conditions that enable them to work optimally.

Performance is an activity of human resource management to achieve corporate objectives, as individual responsibilities to the work, and help define performance expectations. According to Wibowo (2016) performance goals are "adjusting individual performance expectations to organizational goals. The conformity between achieving this goal and the goals of the organization will be able to achieve good performance".

According to Umar (1997, p.266) in Mangkunegara (2006) in Agustiningrum, et al (2012) performance measures include:

b. Quality of Work

Quality must be produced whether or not involves the calculation of the output and the implementation process of the activities of the employees, especially in relation to the output.

c. Employee Honesty

It is the sincerity of an employee in performing his duties and is capable of not abusing any given authority.

d. Initiative

The ability to act is independent of others and able to develop a range of activities and can discover new or innovative ways.

e. Attendance

Obligation to be performed by the employee in any job where attendance is the main thing that every employee should undertake.

f. Attitude

A willingness to react in the face of a certain situation or situation normally.

g. Reliability

Total of all skills needed to achieve reliable results.

h. Cooperation

The ability of an employee to work together with others in completing a specified task, so as to achieve utility and maximum results. The willingness of employees to participate and work with other employees vertically and horizontally in and out of work so that the work will increase.

i. Knowledge of Work

Knowledge possessed by every employee in performing a job so that it can run effectively and efficiently.

j. Responsible

The ability of an employee to complete the work that is bestowed on him as well as possible.

k. Punctuality

Timekeeping measurement is a special type of quantitative measurement to determine the timeliness of completion of an activity.

Relationship Between Variables

According to Sugiyono (2013, p.96) the hypothesis is "the third step in research after putting forward the frame of mind and the foundation of the theory". The hypothesis is a temporary answer to the problem under study. The suspended hypothesis is tested to show true or false freely.

Hypothesis

HO :There is no positive relationship between the recruitment process with performance

H1 : There is a positive relationship between the recruitment process with performance.

RESULT

The questionnaires had been distributed to respondents with 101 questionnaires. On the process of calculating the data, there are 22 instrument questions. Results of tests in this research are:

A. Reliability Test

Table 1. Case Processing

		N	%
Cases	Valid	101	100.0
	Excluded[a]	0	.0
	Total	101	100.0

Table 2. Reliability Statistics

Cronbach's Alpha	N of Items
.880	34

for rebility ...uccessfully answered 22 statements are 101 respondents, and the 101 respondents answered with a very high reliability (0.880) according to Arikunto (2013, p.122), of which 22 statements are answered consistently by the respondents.

B. Validity Test
Table 3.Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Complete The Form 1	132.97	80.109	.261	.879
Complete The Form 2	132.92	79.814	.331	.878
Personality Test 1	133.12	79.046	.290	.879
Personality Test 2	132.82	78.728	.374	.877
Interview1	132.64	77.612	.488	.875
Interview2	132.71	79.207	.346	.878
Determine Accept/Reject 1	132.74	78.693	.361	.877
Determine Accept/Reject 2	132.65	79.929	.275	.879
Medical Check Up1	132.50	78.772	.296	.879
Medical Check Up2	132.34	80.086	.277	.879
Quality of Work 1	132.71	78.867	.446	.876
Quality of Work 2	132.81	77.774	.509	.875
Honesty of Employee 1	132.76	77.103	.523	.874
Honesty of Employee 2	132.66	78.626	.442	.876
Initiative 1	132.82	79.388	.223	.881
Initiative 2	132.62	78.377	.405	.876
Attendance 1	132.58	81.025	.168	.881
Attendance2	132.57	81.367	.146	.881
Teamwork 1	132.60	78.962	.412	.876
Teamwork 2	132.65	78.189	.505	.875
Knowledge of Work 1	132.69	78.675	.499	.875
Knowledge of Work 2	132.69	78.455	.526	.875

The result of SPSS program processing for validity test, obtained df 99, t_table 1.66, and r_tabel 0.16, then in table 3 it appears that the result of t_hitung (Corrected Item-Total Correlation) in the statement attendance 2 is smaller than r_tabel, so the value of the statement can't be used for subsequent calculations.

C. Descriptive Statistic Test

Table 4. Mean Recruitment Process and Performance

		Proses Rekrutmen	Kinerja Karyawan
N	Valid	101	101
	Missing	0	0
Mean		4.1198	4.1683

The result of SPSS program processing on the mean/average value of the recruitment process and employee performance resulted that the recruitment process has an average value of 4.11

this means the recruitment process is considered important in the implementation of employee performance. And employee performance has an average value of 4.16 this means the employee's performance is considered good based on the recruitment process that has been implemented.

D. Coefficient Correlation Test

Table 5. Coefficient Correlation
Recruitment Process with Performance

		Proses Rekrutmen	Kinerja Karyawan
Proses Rekrutmen	Pearson Correlation	1	.329**
	Sig. (2-tailed)		.001
	N	101	101
Kinerja Karyawan	Pearson Correlation	.329**	1
	Sig. (2-tailed)	.001	
	N	101	101

The result of SPSS program processing on correlation coefficient test of recruitment process with employee performance is 0,329, according to Sugiyono (2014, p.192) recruitment process has low relation to employee performance at 5 Star Hotel Jakarta. While the significant value of 0.01, smaller than 0.05, means hypothesis is accepted, that is the relationship between the recruitment process with employee performance.

E. Regression Test

Table 6.Influence Recruitment Process Toward Performance

Model	R	R Square	Adjusted R Square	Std .Error of the Estimate
1	.329ᵃ	.108	.099	.32614

The result of regression between recruitment process and employee performance get value 10,8%, which means recruitment process at 5 Star Hotel Jakarta only influence 10.8% to employee performance, 89,2% The rest of new employee performance at 5 Star Hotel Jakarta influenced by variable beside process recruitment.

Table 7. Coefficientsᵃ

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.822	.390		7.238	.000
Proses Rekrutmen	.327	.094	.329	3.465	.001

Table 7 illustrates the regression equation.
$Y = 2.822 + 0.327 X$.
Y = Employee Performance
X = Recruitment process

Regression coefficient of 0.327 states that any addition to the recruitment process will increase the employee performance value. Because the overall number is positive, it states that the relationship of the two variables is positive direction, where employee performance is formed due to the recruitment process done, but only affects by 10.8% only.

CONCLUSSION

Based on the description in the preceding chapter, especially in analysis, the following conclusion can be drawn:
a. Recruitment process got score 4.11, it means important by new employees at 5 Star Hotel Jakarta
b. Performance got score 4.16, it means good by new employees at 5 Star Hotel Jakarta
c. Recruitment process has a low correlation with performance is (0.329) and also has a little effect on performance is 10.8% of new employees at 5 Star Hotel Jakarta

Here are suggestions that can be realized by the destination and further research:
a. A department that requires new employee candidates should notify clear, informative, and prepared job descriptions so that the recruitment process works well and smoothly.
b. If there is a change of organizational structure in a department, then it is necessary first notification to HRD to be able to determine the required candidate in accordance with the position in the department.
c. Interviews have a value of 4.18. However, clear information about working standards at 5 Star Hotel Jakarta is still needed and the tasks and responsibilities that must be done. So that when they become new employees, they will not experience the mistake of information obtained when the recruitment process with reality in the intended department.
d. Personality test has the smallest value compared with other recruitment process indicator, that is 3.89. The HRD should inform the applicant about the results of the personality test. So the applicants can know their own expertise, their potential, and their attitude in dealing with problems.
e. Setting accept/rejected has a value of 4.16. So should HRD inform quickly to the applicants who have followed the stages of the recruitment process. So they do not have

to wait long to know the results of the recruitment process.

f. Quality of work has the smallest value compared to other employee performance aspects that is 4.09. Thus, it is necessary to improve the quality of work for each employee to be able to always satisfy customers with joy.

g. The initiative has a value of 4.13. Thus, it is necessary to increase the initiative for every employee to be able to continue to create more innovative products and services so as to always attract customers.

h. Supervision has a value of 3.82. It takes active participation and more support by each boss towards new employees, so they can be more confident in developing products and services.

i. Working conditions have a value of 3.65. Although in the face of a fairly tight business competition, should the hotel boss can still provide a conducive working atmosphere, warm, calm, and comfortable. So that new employees can work wholeheartedly without any pressure.

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