

# The Influence Of The Employee Selection And Recruitment System On Employee Performance Mediated By Competence at PT.Shinta Indah Jaya Regency

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## ABSTRACT

This study aims to determine the effect of employee selection system on employee competence, determine the effect of employee recruitment on employee competence, determine the effect of employee competence on employee performance and competence can mediate the effect of selection system on employee performance and competence can mediate the effect of recruitment on employee performance at PT Shinta Indah Jaya. The research method used is descriptive and verification. The population in this study were 80 employees with saturated sample method sampling so that the number of samples was the same as the population. The data analysis method uses Path Analysis with Partial Least Square (PLS) using SmartPLS software version 3.0. The results of this study indicate that competency variables, selection and recruitment systems have a positive and significant effect on performance variables, selection and recruitment systems have a positive and significant effect on competency variables. And from the results of the mediation role shows that the role of competence as mediation is proven to affect the selection system on performance, but the role of competence is not proven to mediate the effect of recruitment on the performance of PT Shinta Indah Jaya employees.

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## I. Introduction

Organizations today are concentrating more on acquiring the right human resources as employees are the most valuable asset of an organization. While recruiting employees, organizations must devise strategies to recruit the most suitable employees as they create a competitive advantage for the organization. The word recruitment has become a concern for many organizations to get the right candidates who can effectively fill vacant positions in the organization due to increased competition [2]. In today's developing economy, business organizations must advance modern recruitment and selection strategies that will improve service quality due to the influx of multinational companies and the growth of communication technology that leads to the development of e-commerce. Nowadays e-commerce has impacted companies to have worldwide access. State [25] that to be able to improve competence, be it conceptual, technical and decision-making competencies, it is necessary to develop human resources through effective education and training, both formal and non-formal.

Likewise, a good workforce plan program logically follows a well-conceived recruitment strategy. In fact, the quality of organizational performance depends on the quality of employees determined by recruitment policies and practices in the organization. States [11] that recruitment and selection begins with a clear statement of objectives from the company based on the type of knowledge, skills, abilities and other characteristics. In order for the organization to apply, objectives must be set and used for the selection process. The position to be filled must be defined in terms of job descriptions and job specifications.

The success of a company is directly linked to the performance of the people who work for it. Underachievement of targets is a result of failures in the workplace, hiring the wrong people or the

inability to anticipate fluctuations in recruitment needs, it is important that in the process it is incorporated into human resource planning in an organization [12]. It is also argued that for a company to build and maintain a competitive advantage, the right staff is essential [12]. Thus, according to [13] "recruitment and selection have become important in organizations because individuals need to be attracted in a timely manner, in sufficient numbers and with appropriate qualifications".

PT Shinta Indah Jaya is the first manufacturing business of the Group established in 1971. Shinta Indah Jaya sets the standard for both the group and the industry as a premier producer of quality knitted fabrics using warp knitting machines with complete dyeing and finishing facilities. In an effort to meet ever-changing consumer tastes and demands, continuous reinvestments have been made in the latest knitting machines to keep the production facilities up-to-date with modern technology. This has enabled the quality and range of our products to consistently be one of the best in Indonesia.

The recruitment process and employee performance appraisal as one of the human resource management processes play an important role in the sustainability of the organization so that the organization can have superior competence employees. Through the results of a pre-survey conducted on 30 respondents of PT Shinta Indah Jaya employees, regarding the selection and recruitment process, the data obtained is outlined in the following table 1:

Table 1 Pre-survey results of 30 employee respondents of PT. Shinta Indah Jaya regarding the selection and recruitment process

Indicator	Yes %	No %
<b>Internal Recruitment:</b>		
<i>1. Job Posing</i>		
- Find out about job vacancies through information from companies	70	30
<i>2. Job Bidding</i>		
- Knowing through the mechanism about providing opportunities to apply for vacant positions	55	45
3 Learn about vacancies from existing employees	80	20
4. Entry through employee turnover	30	70
<b>External Recruitment:</b>		
1. The company needs to fill entry-level positions	30	70
2. The company needs employees with expertise or skills that it does not yet have	20	80
3. The company needs employees with different backgrounds and new ideas.	40	60
<b>Total</b>	<b>46,43%</b>	<b>53,57%</b>

Based on table 1 above, it can be seen that the employee recruitment process of PT. Shinta Indah Jaya cannot be said to be good, this can be proven by the No answer more than the Yes answer, which is 53.57% and the Yes answer is 46.43%. This proves that the recruitment process at PT. Shinta Indah Jaya is still not optimal based on the results of filling out a pre-survey quiz to 30 random employees of PT. Shinta Indah Jaya.

No.	Statement	Answer		Total Sample
		Yes	No	
1.	I have extensive knowledge of field of work being done.	15	15	30
2.	I find it difficult to come up with new ideas for Make progress in the company (skills/knowledge).	15	15	30
3.	I have not participated in the skills training organized by the company.	9	21	30
4.	I was given tasks that were not in line with my expertise.	12	18	30
5.	I've been working in my position for a long time.	15	15	30

Based on the table above, it can be seen that competence at PT Shinta Indah Jaya requires improvement. It can be seen from the results of the pre-survey, namely as many as 21% no answers and 18% of employees who have not attended training and tasks that are not in accordance with their expertise. While the company has carried out a process of providing training which is routinely held every 3 months, it's just that this training has not fully accommodated the number of existing employees. According to [24], developing HRD strategies in an organization is an opportunity for employees to enrich their competencies that contribute overall to performance.

The results of the performance survey at PT Shinta Indah Jaya in table 3 are as follows:

*Table 2 Pre-Survey Results of Employee Performance PT. Shinta Indah Jaya*

No.	Statement	Answer		Total Sample
		Yes	No	
1.	I perform my work in line with the company's targets.	15	15	30
2.	I complete my assignments on time.	13	17	30
3.	I can minimize mistakes while doing my work.	20	10	30
4.	I do my work well and thoroughly.	14	16	30
5.	My work output is more effective than other workers.	18	12	30

Based on table 3 above, it can be seen that employee performance at PT Shinta Indah Jaya needs to be improved. The number of "no" answers of 17% and 16% on not completing work on time and inaccuracy in doing work is one of the factors in the decline in employee performance. However, based on information provided by company management, the company has tried to evaluate and discuss with several employees who have difficulty completing work. However, this has not been fully able to run according to the needs of each employee.

According to Sukmalana in Tannady (2017) performance is something that is done and produced where the output can be a product or service in a certain period and has a certain size and is done by a person or group of people through their skills, abilities, knowledge, and experience. So it is indicated that the lack of skills, abilities and experience is a factor that can reduce the performance of these employees.

Every organization needs to formulate the necessary efforts to improve employee performance to achieve the level of efficiency and effectiveness of its goals, namely through motivation [33]. This is the reason that organizations must formulate strategies in improving the quality of their human resources (HR) to achieve the goals they want to achieve and the competition that exists in the era of globalization. The demands of the company in order to increase competitiveness against competitors that continue to grow can be through the maintenance and alignment of harmonious and healthy employee relations. The employee selection and recruitment process is an important factor that directly determines the level of employee competence. If recruited employees do not have adequate competence, it will be difficult to complete their work. Furthermore, advanced competencies as job demands, so these employees need various kinds of training. There are several previous studies that illustrate this research, namely:

*Table 3 Previous research*

Researcher	Discussion
Nurani et al (2021)	HR development towards digital creativity has great potential, this is reflected through five dimensions of development: professionalism, competitiveness, functional competence, participatory excellence and collaboration.
Abidin and Ismail (2010)	Examine factors affecting employee performance including competence, training, and employee selection process.
Shin and Park (2009)	Shows that employee cohesiveness in the group has a positive interaction between competence and performance.
Sultana et al (2012)	If the organization invests in training, it can improve employee performance as well as competencies and skills.

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Ruit (2011), Karim (2019), Imran (2015), Mahmood (2018), Al-Sharafi (2018), Boadu (2014), Asrizallis (2015), Wirotomo (2015), Hendra (2015), Hendra (2015), 2018), Rusvitawati (2019), Mubarok (2018), and Satriadi (2018).	That competencies along with other variables including recruitment and selection can improve performance
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The originality of this research is based on several previous studies that have relatively the same variables in terms of study themes, but what is new in this study is adding competence as a mediating variable that is thought to influence the improvement of employee performance.

Based on the above, the problem formulations in this study are:

1. How does the selection system affect the competence of PT Indah Shinta Jaya?
2. How does recruitment affect the competence of PT Indah Shinta Jaya?
3. How does competence affect the performance of PT Indah Shinta Jaya employees?
4. How does the selection system affect the performance of PT Indah Shinta Jaya employees mediated by competence?

How is the effect of recruitment on the performance of PT Indah Shinta Jaya employees mediated by competence?

## II. Methods

The research method used in this research uses descriptive and verification methods. The exogenous variables in this study are the selection system (X1) and recruitment (X2). The endogenous variable in this study is employee performance (Y). The mediating variable in this study is employee competence (M). The population of this study were all employees of PT Indah Shinta Jaya, totaling 80 employees. The sampling method used in this study is Saturated Sample where all members of the population are used as research respondents.

The data analysis technique used in this research is path analysis. [29], this path analysis technique can be defined as an extension of multiple linear analysis in estimating the causal relationship between those that have been determined based on theory. Path analysis is used to determine the relationship between 3 or more variables in confirming and rejecting hypotheses. Path analysis is used to analyze the pattern of relationships between variables with the aim of knowing the direct and indirect effects of exogenous variables on endogenous variables. The basis for calculating path coefficients is correlation and regression analysis and in the calculation using software Data analysis using the Partial Least Square (PLS) method using SmartPLS version 3.0 software.

The PLS method is a method used to analyze variant-based structural equations (SEM) which can be used as a measurement model test and structural model test [1]. The Smart PLS Software version 2.0 method with computer media first developed by Herman Wold (1982) is used as an outer model measurement tool to understand the media validity and reliability of indices that calculate latent variables. PLS (Partial Least Square) is a variance-based systemic equation analysis (SEM) that can be used simultaneously for measurement model testing and systemic model testing. Validity and reliability tests use measurement models, while causality tests use systemic models. The magnitude of the measurement model on the latent variable in each research index is used as a reference for the criteria test.

The operational variables used in this study include:

*Table 4 Operational Variables*

<b>Variables</b>	<b>Dimensions</b>	<b>Indicator</b>	<b>Scale</b>
Selection system (Handoko (2000) in Azhari (2010))	Selection Process	1) Applicant Screening 2) Test 3) Interview	Ordinal
Recruitment Sirait (2006)	1) Recruitment Basis 2) Recruitment Source 3) Recruitment Method	1) Job Description 2) Job Specification 3) Internal recruitment sources 4) External recruitment sources 5) Rotation 6) Promotion	Ordinal
Competence Robbin (2007) in Tannady (2017)	1) Achievement, 2) Relationship, 3) Personal attribute.	1) Result-oriented, initiative, 2) Production efficiency, 3) Care for quality and engineering expertise, 4) Cooperation, 5) Attention to communication,	Ordinal

### III. Result and Discussion

#### A. Descriptive analysis

Based on the results of the questionnaire that has been sent to a number of respondents, the results of the descriptive analysis are obtained. The results of the analysis are presented in table 2 as follows:

*Table 5 Average Score*

<b>Variables</b>	<b>Average Score</b>
Competence	4,26
Selection system	4,22
Recruitment	4,00
Performance	4,21

From the results of the average score of the respondents, it is obtained that competence as an independent variable has the highest average score with a value of 4.26 on a Likert scale. This shows that in general respondents have more positive strength when compared to the selection system variable which has an average score of 4.22 and the recruitment variable which has a score of 4.00. From the average score, each index obtained the highest score of 4.44 on the indicator "All employees have the same opportunity to be promoted". This can be an illustration that the competencies possessed by respondents can be taken into consideration by companies to improve employee and company performance.

#### B. Testing the Measurement Model (Outer Model)

Structural Equation Modeling (SEM) analysis was analyzed using the smartPLS version 3.0 program.

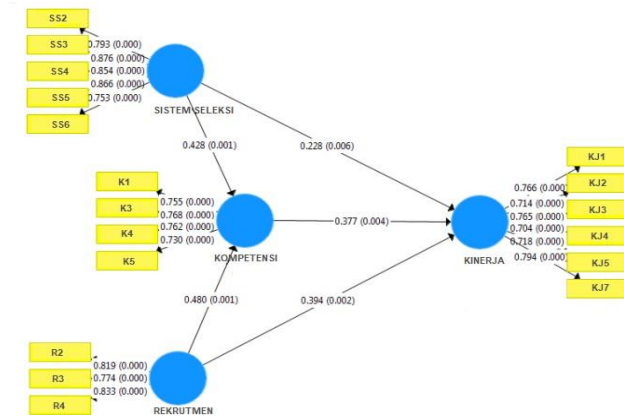


Figure 1 Structural Model

Figure 1 shows that the selection system is measured by 8 (Eight) indicators but only 5 (Five) Indicators pass while indicators SS1, SS7 and SS8 do not pass or fall. Competence is measured by 7 (Seven) indicators but only 4 (Four) Indicators pass while indicators K2, K6, and K7 do not pass or fall. Recruitment is measured by 5 (Five) indicators but only 3 (Three) Indicators pass while indicators R1 and R5 do not pass or fall. Performance is measured by 10 (Ten) indicators but only 6 (Six) Indicators pass while indicators KJ7, KJ8, KJ9 and KJ10 do not pass or fall.

C. Validity Test

1) Convergent Validity

See the value of outer loadings and loading factors in the SmartPLS program output. Indicators can be said to be valid if they have a loading factors value above 0.5 (Chin, 2003). The results of loading factors are:

Table 6 Cross Loadings

	KJ	SS	R	K
<b>KJ1</b>	0.766	0.372	0.626	0.641
<b>KJ2</b>	0.714	0.432	0.566	0.659
<b>KJ3</b>	0.765	0.373	0.626	0.641
<b>KJ4</b>	0.704	0.483	0.549	0.578
<b>KJ5</b>	0.718	0.712	0.620	0.711
<b>KJ7</b>	0.794	0.750	0.701	0.627
<b>SS2</b>	0.626	0.793	0.565	0.702
<b>SS3</b>	0.717	0.876	0.522	0.618
<b>SS4</b>	0.720	0.854	0.620	0.516
<b>SS5</b>	0.497	0.866	0.446	0.529
<b>SS6</b>	0.517	0.753	0.439	0.644
<b>R2</b>	0.706	0.545	0.819	0.616
<b>R3</b>	0.504	0.348	0.774	0.539
<b>R4</b>	0.748	0.603	0.833	0.655
<b>K1</b>	0.545	0.552	0.520	0.755
<b>K3</b>	0.691	0.556	0.714	0.768
<b>K4</b>	0.474	0.622	0.525	0.762
<b>K5</b>	0.501	0.453	0.473	0.730

Based on table 7, the value of cross loadings for each variable that includes the selection system, recruitment, competence, and performance has a value above 0.7 facts proving that the index used as a variable measure is valid or has fulfilled the convergent validity test. Thus, all indices used to calculate the selection system variables, recruitment, competence, and performance are declared valid.

2) Reliability Test

In the analysis using smartPLS, the reliability of the construct needs to be proven for accuracy, consistency, and accuracy of the instrument to obtain the construct value.

*Table 7 Cronbach's Alpha and Composite Reliability Value*

	<b>Cronbach's Alpha</b>	<b>Composite reliability</b>
<b>Performance</b>	0.839	0.881
<b>Selection System</b>	0.886	0.917
<b>Recruitment</b>	0.738	0.850
<b>Competency</b>	0.748	0.840

Based on table 8, it proves that the Cronbach's alpha value and composition reliability for all constructs are above 0.6. Thus, all constructs in this research model, namely the Performance, Selection System, Recruitment and Competency variables, have met thereliability requirements.

### 3) *Measurement Model Testing (Inner Model)*

Measurement model testing aims to provide an estimate of the relationship between latent variables in order to strengthen the systemic model built is strong and valid using the coefficient of determination (R-Square).

*Table 8 Value of the Coefficient of Determination (R-Square)*

	<b>R Square</b>	<b>R Square adjusted</b>
<b>Performance</b>	0.810	0.795
<b>Competence</b>	0.673	0.656

Based on table 9, the performance construct has an R-Square value of 0.810. This value is interpreted as a form of contribution given by the constructs of the selection system, recruitment, competence to performance which is quite large, namely 0.810 or 81%. Meanwhile, the contribution of the selection and recruitment system to competence provides an R-Square value of 0.673 or 67.3%. It can be interpreted that the selection and recruitment system constructs that can be explained by the competency construct are quite large, namely 0.673 or 67.3%.

### 4) *Hypothesis Testing*

The standard level of acceptance is expected to provide information about the relationship between the research variables. In the PLS method, the bootstrapping method is carried out on the sample which is intended to minimize the problem of abnormalities in the research data. The basis for testing the hypothesis in SmartPLS version 3.0 is the value in the path coefficient output as follows.

*Table 9 Path Coefficients*

<b>Item</b>	<b>Estimate</b>	<b>T Statistics</b>	<b>P-Value</b>	<b>Hypothesis</b>
<b>SS KJ →</b>	0.228	2.784	0.006	Accepted
<b>SS K →</b>	0.428	3.427	0.001	Accepted
<b>R KJ →</b>	0.394	3.165	0.002	Accepted
<b>R K →</b>	0.480	3.462	0.001	Accepted
<b>KJ →</b>	0.377	2.931	0.004	Accepted

The results of the path coefficient and total indirect effect can be explained as follows:

1. The selection system path coefficient on employee performance is 0.228 or 22.8%, this has a weak relationship, while the p-value of 0.006 has a relevant and significant impact on employee performance variables, meaning that a good selection system can have an impact on maximum performance. These results prove that the hypothesis is accepted.

2. The selection system path coefficient on competence is 0.428 or 42.8%, this has a weak relationship, while the p-value of 0.001 has a relevant and significant impact on the competency variable, which means that a good selection system can have a good impact on competence. These results indicate that the hypothesis is accepted.
3. The recruitment path coefficient on employee performance is 0.394 or 39.4%, this has a weak relationship, while the p-value of 0.002 has a relevant and significant impact on the employee performance variable, meaning that recruitment will affect the better employee performance. These results indicate that the hypothesis is accepted.
4. The recruitment path coefficient on competence is 0.480 or 48%, this has a weak relationship, while the p-value of 0.001 has a relevant and significant impact on the competency variable, meaning that the higher the recruitment will affect the better the competence. These results show that the hypothesis is accepted.
5. The path coefficient of competence on employee performance is 0.377 or 37.7%, this has a weak relationship, while the p-value of 0.006 has a relevant and significant impact on employee performance variables, meaning that high competence has an effect on improving employee performance. These results showthat the hypothesis is accepted.

Table 10 Testing the Role of Mediation Total Indirect Effect

Influence Relationship	Estimate	P-Value	Description
SS $\longrightarrow$ KJ	0.161	0.015	Competence in proven to mediate
R $\longrightarrow$ KJ	0.189	0.089	Competence is not proven to mediate

And the test results of the selection system variable on the performance variable mediated by the competency variable obtained a P-Value of 0.015, which means that the role of competence as mediation is proven to affect the selection system on performance, but from the results of the Recruitment test on the performance variable mediated by the competency variable obtained a P-Value of 0.089, which means that the role of compensation is not proven to mediate the impact of recruitment on performance.

#### D. Discussion

##### 1) Effect of selection system on employee competence

Based on the results above, the contribution of the selection system to competence is 42.8%, the results of hypothesis testing have an influence on the selection system on employee competence. This can be proven by [27] which explains that the selection process has a positive and significant effect on competence. The better the selection implementation process, it can improve employee competence, qualifications that are in accordance with organizational needs as a result of good selection procedures will provide employee output that has high competence. Empirical support regarding the relationship between employee selection efforts and employee competence is obtained from [28] research. According to them, a more flexible selection and placement system will affect individual competencies and their performance.

##### 2) The effect of recruitment on employee competence

Based on the results above, the contribution of recruitment to competence is 48%, the results of hypothesis testing have an effect on the recruitment system on employee competence. This can be proven by the theory revealed by [14] that recruitment activities aim at efforts to obtain human resources who have high performance later and in accordance with the planning carried out and are able to compete and perform well. [11] states that recruitment and selection begins with a clear statement of objectives from the company based on the type of knowledge, skills, abilities and other characteristics. The results of this study are in accordance with research conducted by [26] [19] [3]. So it can be assumed that recruitment has a positive effect on competence.

##### 3) The effect of employee competence on performance

Based on the results above, the contribution of competence to performance is 37.7%, the results of hypothesis testing have an influence on competence on performance, competence as an ability



based on skills and knowledge so that it is followed by a work attitude that is in accordance with the demands of the job or the wishes of the company. These competencies can include tasks, task skills, skills, attitudes, values, and appreciation given in order to succeed / earn a living. The results of this study are in line with research conducted by [41]. Mondy et al., 2016 in Kadarwati (2019) states that competence includes a set of knowledge, skills, traits, and behaviors that can be technical, related to interpersonal skills, or business oriented.

4) *The effect of the selection system on performance mediated by competence*

Based on the results of the above research that employee competence mediates positively and significantly the effect of the selection system on performance at PT Indah Shinta Jaya, this can be proven. This is supported by the opinion of [21], selection and placement activities usually focus on the knowledge, skills, and abilities of applicants. Without a good match between people's knowledge, skills, and abilities and job demands, it is likely that employee performance will be lower, turnover and absenteeism higher, and other human resource problems increase.

5) *The effect of recruitment on performance mediated by competence*

Based on the results of the research above that employee competence does not mediate the effect of recruitment on performance at PT Indah Shinta Jaya, the recruitment process does not create challenges for prospective labor candidates. Meanwhile, the selection process must provide challenges to labor candidates. The challenge is in the form of various kinds of tests and interviews, as well as certain tasks that aim to test the quality of prospective workers. Recruitment is a process that applies a positive approach. People will be invited to join the organization with terms and conditions. Recruitment aims to attract prospective workers from the community, which means that if the prospective workers, although indirectly have competence, these competencies will be tested again and adjusted to the needs of both the company's vision and goals. This is reinforced by the opinion of Castetter in [38] who argues that the implementation of recruitment that is not in accordance with the predetermined plan will cause problems that demand high costs, such as a mismatch between personnel placement and entrusted positions, low performance, high employee absenteeism, frequent tardiness, anti-organizational behavior, and uncertain job tenure. With good recruitment, the employees who will be obtained are more qualified so that their performance will be better.

## IV. Conclusion

### A. Conclusion

Based on the results and discussion and to answer the problem formulation, it can be concluded:

1. Based on the results of hypothesis testing, the p-value of 0.001 is smaller than 0.05, this means that there is an effect of the selection system on the competence of PT Indah Shinta Jaya, with a contribution of 42.8% while the remaining 57.2% is influenced by other factors outside the variables studied in this study.
2. Based on the results of hypothesis testing, the p-value of 0.001 is smaller than 0.05, this means that there is an effect of recruitment on employee competence at PT Indah Shinta Jaya, with a contribution of 48% while the remaining 52% is influenced by other factors outside the variables studied in this study.
3. Based on the results of hypothesis testing, the p-value of 0.004 is smaller than 0.05, this means that there is an effect of employee competence on employee performance at PT Indah Shinta Jaya, with a contribution of 37.7% while the remaining 62.3% is influenced by other factors outside the variables studied in this study.
4. Based on the results of hypothesis testing, the p-value of 0.015 is smaller than 0.05, this means that employee competence can mediate the effect of the selection system on employee performance at PT Indah Shinta Jaya.
5. Based on the results of hypothesis testing, the p-value of 0.089 is greater than 0.05, this means that employee competence cannot mediate the effect of recruitment on employee performance at PT Indah Shinta Jaya.

### B. Suggestions

Suggestions that can be proposed by researchers are that the company should always evaluate every schedule that has been set so that good employee performance will be maintained. PT Indah Shinta Jaya should pay more attention to the selection process, recruitment, and employee competence. Optimizing the recruitment method carried out will make more applications so that the chances of getting quality employees are higher. In addition, the main points in employee selection must also receive more attention. The selection method used and the qualifications of the interviewer should be emphasized more in the selection process so that the employees obtained match the needs of the company so that the employee's performance is better. The timing of recruitment and selection should be well scheduled so that the age gap can be reduced.

PT Indah Shinta Jaya must also pay attention to employee competence. Along with the development of technology and the tight competition requires employees to have good competence. Well-scheduled training and education will make employee competence increase so that employee performance is better.

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