THE INFLUENCE OF RECRUITMENT, SELECTION, AND TRAINING

TOWARD EMPLOYEE PERFORMANCE IN HOTEL INDUSTRY AT

YOGYAKARTA

A THESIS

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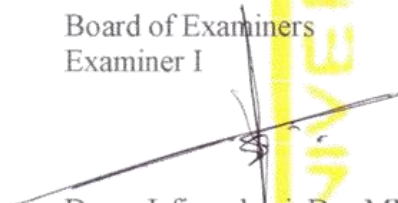
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THE INFLUENCE OF RECRUITMENT, SELECTION, AND TRAINING TOWARD EMPLOYEE PERFORMANCE IN HOTEL INDUSTRY AT YOGYAKARTA

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DECLARATION OF AUTHENTICITY

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Yogyakarta,

Adams Asyhari

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بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِيْمِ

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This thesis is far away from perfect, but I hope it can help the future study especially in management study. I wish that through this research will enrich the previous research and also add the literature for further research in the department of management and hopefully will give benefit for marketing practitioner.

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Yogyakarta, September 2018

Adams Asyhari

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TOWARD EMPLOYEE PERFORMANCE

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ABSTRACT

The purpose of this research is to know and gain the information regarding the influence of recruitment, selection, and training toward employee performance in hotel industry at Yogyakarta. The sample of this research were the employees of the 3 hotels in Yogyakarta namely Yellow Star Hotel, DOM Hotel, and Citradream Hotel Yogyakarta. The researcher distributed 120 questionnaire and 114 questionnaire were properly filled by the employees. The analytical model used in this research was multiple linear regression. The result of this research proved that recruitment has a positive influence toward employee performance because the value of significance is 0.000 ($p < 0.05$). Selection with the value of significance of 0.035 ($p < 0.05$) is prove to has positive influence toward employee performance. Training with the significance value 0.002 ($p < 0.05$) which means has a positive influence toward employee performance as well.

Keywords: recruitment, selection, training, employee performance and hotel

PENGARUH REKRUTMEN, SELEKSIN DAN PELATIHAN TERHADAP

KINERJA PEGAWAI

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ABSTRAK

Tujuan penelitian ini adalah untuk mengetahui dan memperoleh informasi terkait pengaruh rekrutmen, seleksi, dan pelatihan terhadap kinerja pegawai pada industry hotel di Yogyakarta. Sampel penelitian ini adalah pegawai dari tiga hotel yang berada di Yogya karta yaitu Yellow Star Hotel, DOM Hotel, Citradream Hotel Yogyakarta. Peneliti membagikan 120 kuesioner kepada responden dan 114 kuesioner diisi dengan benar oleh pegawai. Alat analisis yang digunakan dalam penelitian ini adalah regresi linier berganda berganda. Hasil dari penelitian membuktikan bahwa rekrutmen memiliki pengaruh positif terhadap kinerja pegawai dengan nilai signifikan sebesar 0.000 ($p < 0.05$). seleksi memiliki nilai signifikan sebesar 0.035 ($p < 0.05$) membutikan bahwa memiliki pengaruh positif terhadap kinerja pegawai. Dan pelatihan memiliki nilai signifikan sebesar 0.002 ($p < 0.05$) yang mana memiliki pengaruh positif terhadap kinerja pegawai juga.

Kata kunci: rekrutmen, seleksi, pelatihan, kinerja pegawai dan hotel

CHAPTER I

INTRODUCTION

1.1   Background of Study

Every company has goals and objectives that must be achieved in every period. One of the factors that can help company to achieve their goals and objectives is human resource management. Human resource management is essential in an organization to achieve the goals of the organization. Success or failure of an organization generally depends on the quality of its human resources. According to Burma (2014), an effective Human Resources Management usually gives chance for employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization goals and objectives. In working life, employees are also the most important value. That is why human resource management is the key factor for a successful business.

Nowadays, the competition of hotel industry is very tight especially in Yogyakarta. There are many hotels in Yogyakarta, a destination city for local and foreigner tourists as there are so many beautiful place that is worth to be visited. According to the statistical data the average room occupancy rate of star hotel at D.I. Yogyakarta on July 2018 is on 60.08% increased 10.02% compared to previous month which means quite high. Therefore, it shows that hotels in Yogyakarta are competing each other to attract many consumers. To win the competition between hotels, they are required to provide the best service or in other words they have to show excellent performance. For that reason, human resource management (HRM) should think to have and manage its employees as well as possible who have the

knowledge, skills, and ability (KSA) in accordance to vision and mission of the company. All of those (KSA) are important to achieve a good performance. By having a good performance, the customers will happy or satisfied with the service that provided by the hotel.

To gain employee that has knowledge, skill, and ability that align with the needs of company, human resources management have essential activities such as recruitment, selection and training. Those activities are important because it has relationship or influence to the job performance. Research that is conducted by Mudashiru (2013) showed that there is a significant relationship between recruitment and selection based on merit and organizational performance; the key of organizational commitment is an effective recruitment and selection; that a well-planned recruitment and selection contributes to organizational performance. So, Human resource management should aware that recruitment and selection is important because it will affect the performance of the employee itself. According to Bohlander (2013), recruiting is not only about looking for talented pools of employees, but making an effort to figure out what they want and establishing the firm as an employer of choice so people will really want to work for it.

Discussing about recruitment, it cannot be separated from selection. Selection is the process that is done the right after recruitment. According to Mathis & Jackson (2008), selection is the process of choosing individuals with qualifications needed to fill jobs in an organization. Without these qualified employees, an organization is far less likely to succeed. Also according to the Bohlander (2013), selection is the process of choosing individuals who have

relevant qualifications to fill existing or projected job openings. It means that the organization does not choose the candidate randomly choose the qualified candidate that suit with the needs of the organization.

Then, another human resource activity that has influence to the performance is training. Elnaga & Imran (2013) stated that training has a positive impact on employee performance. Training is considered to be a key factor for improving performance; because it can enhance the level of employee and firm competency. It also supports to fill the gap between what performance required and what performance is happening. Moreover, according to Bohlander (2013), companies are realizing that workers do not only need operational know-how but also superior job expertise; knowledge about competitive advantages, industry, and technological trends; and the ability to continually learn and utilize new information. These characteristics support an organization to adapt, innovate and compete far more effectively in today's global business world. Because training plays a central role in maintaining, strengthening, and expanding the capabilities of a firm in this way, it has become part of the backbone of strategic management.

Then, after the process of recruitment, selection and training is done, the employee is expected to work properly based on the job description that has been given by the human resource management. Hence, the leaders expect of a good performance from their employee in doing a task assigned by the company. According to Mathis & Jackson (2008) performance standard is indicator of what the job accomplished and how performance is measured in key areas of the job description. It is clear that performance is related to the achievement of the

employee. To achieve a good performance, the human resource management should recruit, select and then train the candidates or the employees. Therefore, the researcher are going to conduct a research about the influence of recruitment, selection and training to the performance in hotel industry.

1.2 Problem Identification

The purposes of this research are as follows:

1. To determine if there is a positive relationship between recruitment and the performance

2. To determine if there is a positive relationship between selection and the performance

3. To determine if there is a positive relationship between training and the performance

1.3 Problem Formulation

Regarding to the background above, the researcher identifies the problems as follow:

1. Is there any positive relationship between recruitment and the performance?

2. Is there any positive relationship between selections and the performance?

3. Is there any positive relationship between training and the performance?

1.4 Problem Limitation

The results of this study are limited by the following factors and conditions:

1. The population is limited to employee in the hotel

2. The results of this study depend on the willingness and ability of the respondents to accurately complete and return the questionnaire form to the researcher

3. The conclusions of this research study will be limited and constrained to the unique factors within the company, therefore the conclusions might not be the same with other company

4. The hotel that can contribute to this research is 3 star hotel that has a formal policy and have a training in their organization

1.5 Research Objective

The purpose of this research is to know and gain the information regarding the influence of recruitment, selection and training toward employee performance.

1.6 Research Contributions

This research is expected to give the benefits such as:

1. For the company, it can give the suggestion in which factor recruitment, selection and training can influence the performance of the company in order to make evaluation and policy for current or further condition of the company

2. For the employee, hopefully the result of research study can provide an overview and important information about the latest situation of the company regarding to the employee performance.

3. For the further researcher, it can be a reference to conduct a research in same case or same variables.

1.7 Systematical Writing

The thesis will be divided into five chapters in order to provide clarity and elaboration on the discussion of the relationship between independent variables and dependent variable.

Chapter I: Introduction

This chapter contains the problem uncovered by the researcher and provide sample background on the topic. The chapter will constitute an introduction to the whole thesis, the hypotheses, and the statement of the problem in order to present the basis of the study. Moreover, the chapter will also have a discussion on the scope of its study as well as the significance of the study to society in general and specific effects on the management firms.

Chapter II: Literature Review

This chapter will discuss the relevance of the study in the previous literature. It will provide studies on recruitment, selection, training and employee performance.

Chapter III: Research Method

This chapter describes the methods and procedures used in the study. This chapter will comprise of the presentation of the utilized technique for

data collection and research methodology. Similarly, it will also contain a discussion on the used techniques in data analysis as well as the tools used to acquire the data.

Chapter IV: Data Analysis and Discussion

This chapter describes an analysis on the tabulated data. After the tabulation is done, the data are statistically treated in order to uncover the relationship among the variables involved in the study. In this chapter, the data will be calculated to obtain result for answering the problem statements stated in the first chapter.

Chapter V: Conclusion and Recommendations

This chapter will comprehend of three sections, the summary of the findings, the conclusions of the study, and the recommendations. With those three portions, this chapter will be able to address the verification of the hypotheses stated in the chapter II of this thesis.

CHAPTER II

REVIEW OF RELATED LITERATURE

2.1 Theoretical Review

2.1.1 Grand Theory of Recruitment

According to Mathis & Jackson (2008), the staffing process is finding or placing people that match with jobs through recruiting and selection. Recruiting is the process of generating a group of qualified applicant for organizational jobs. Something that should be underlined is finding qualified applicant. According to Bohlander (2013), recruiting is not only looking for talented employees, but making an effort to figure out what they want be and establishing the firm as an employer of choice so people will want to work for it. According to Ofori & Aryeetey (2011), recruitment is the procedure of generating competent individuals' pool to apply for employment in an organization. The general purpose of recruitment is to provide the organization with a group of potentially qualified job candidates. According to Husien (2012), process of recruitment provides a large group potential individuals, who apply for the job vacancies with a valid and reliable selection regime, may have a significant influence over the type and quality a new employee possesses. According to Dassler (2013), there are two ways when the organization want to recruit employee, they are internal sources and external sources. The internal sources consist of:

- Employee Databases

  The expanded utilization of human resource (HR) management administration frameworks permits HR staff individuals to keep up

foundation and knowledge, skill and ability (KSA) data on existing employees.HR can select the candidate databases by entering job requirements and then get a listing of current employees meeting those requirements.

- Job Posting

  A system that the employers give a notice of job opening to the employees and then they will respond by applying for specific vacancy.

- Promotions

  The manager of course know or be familiar with the current employees. They are more likely to promote an employee they know well than a random applicant they don't know much about. Company can take the advantages from the current employees because they already know about the character of the current employees such as do a great job and can be a team player.

- Re-recruiting of former employee

  Re-recruiting former employee and applicant can give the organization benefit such as a time-saving. On the other hand, it also can be a boomerang because they left and came back.

On the external recruiting source, there are so many ways for organization to use to looking for the applicant that is needed by the organization, they are:

- College and University Recruiting

  College and university recruiting can be one of the way of the organization to get the employee. Moreover, by doing college and university recruiting, the company will have more choices of applicants with various background of study.

- School Recruiting

  High schools or vocational/technical schools may be valuable sources of new employees for some organizations. Cooperative programs in which students work part-time and receive some school credits are also useful in generating qualified future applicants for full-time positions.

- Labor Unions

  Labor union can be a good option for organization if they want to hire a certain types of work. Moreover, union usually supplies the worker to the employers. In some instances, the union can control or influence the recruiting and staffing needs.

- Employment Agencies and Headhunters

  There are three main types of employment agencies: (1) public agencies operated by federal, state, or local governments; (2) agencies associated with nonprofit organizations; and (3) privately owned agencies.

- Media Sources

  Media sources such as newspapers, magazines, television, radio, and billboards are widely used. Moreover, in this era most of people use the internet for finding the candidate that organization need.

- Job Fairs and Special Events

  Job fairs can also have been held by economic development entities, employer and HR associations, and other community groups to help bring employers and potential job candidates together. The organization can choose this way to find the candidate quickly.

2.1.2 Grand Theory of Selection

According to Mathis & Jackson (2008) said that selection is the process of choosing individuals with qualifications needed to fill the existing jobs in an organization. Selection is the process of making the choice of the most suitable applicant from the pool of applicants recruited to fill the relevant job vacancy (Opatha, 2010). According to Dassler (2013), the aim of selection is achieve person-job fit. Person-job fit means matching the knowledge, skills, abilities, and competencies (KSACs) that are required for performing the job (based on the job analysis) with the applicant's knowledge, skills, abilities and competencies. According to Ofori & Aryeetey (2011), selection is a procedure in which particular instruments are used to select the best people from the pool of individuals that are suitable for the jobs. Selection involves the use of one or more methods to assess applicant's suitability in order to make the right selection decision.

According to Ekwoaba, *et al* (2015) showed that selection criteria have significant effect on organization's performance. It was equally found that the more objective the selection criteria, the better the organization's performance. Selection process consists of various steps or stages, according to Pita (2004) and Grobler, et al (2005) the steps are:

- Carry out human resources planning, job analysis, description and specification.

- Application blank/soliciting for/receiving application.

- Short listing of qualified candidates and screening out the unqualified applicants.

- Arranging for and conducting preliminary interview or initial screening.

- Employment test designed to find out how well an individual can do a job.

- Checking of reference source.

- Medical/physical examinations to ensure that the individual is in good health.

- The selection decision.

- Final approval/placement/engagement.

2.1.3 Grand Theory of Training

According to Cole (2002), training is a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. The focus of training is the job or task for example,

the need to have efficiency and safety in the operation of particular machines or equipment, or the need for an effective sales. According to Gravan (1997) and Berge, et al (2002), training is the planned and systematic modification of behavior through learning events, activities and programs which results in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively. Training plays an important role in employee performance because through training, skills and knowledge are passed from the trainer to the trainee especially on new products or services and technology. Through training, trainee builds the right attitudes towards work and unlearns the negative ones. When training is administered, it leads to effectiveness in service delivery and also makes the employees be more confident at work (Sila, 2014). The result of the study of Sultana. A, et.al. (2012), conducted in telecom sector of Pakistan, states the coefficient of determination (R^2) as .501 which means that 50.1% of variation in employee performance is brought by training programs. Furthermore, the T-value was 8.58 explains that training is good predictor of employee performance. Implementing training programs is as a solution to covering performance issues such as filling the gap between the standard and the actual performance is an effective way of improving employee performance (Swart, et al, 2005). There are four phases of training in order to get the maximum impact, namely:

1. Needs Assessment

    - Organization

      Examine and determine whether environment, strategies, or resource of the organization where training emphasis should be placed

    - Task Analysis

      Determine the content of training program that relate to the job

    - Person Analysis

      Determine the individual that needs training

2. Program Design

    - Instructional

      Desired outcomes from the training program

    - Trainee

    - Learning Principles

      The characteristics of training programs that help employees grasp new material, make sense of it in their own lives, and transfer it back to their jobs.

3. Implementation

    - On-the-job methods

      A method that the trainee gives an experience to the employee with the instruction

- Of-the-job methods

  A method that employees indirectly know the reality of the job practice, but the training is more on theory.

- Management development

4. Evaluation

    - Reaction

    - Learning

    - Behavior

    - Result

2.1.4 Grand Theory of Performance

Brown (2008) stated that performance is how well a person completes tasks and also the attitude with which he/she completes the tasks. Hersen (2004) stated that job performance can be defined (and assessed) in terms of quantifiable outcomes of work behaviors such as amount of sales, numbers sold and also in terms of behavioral dimensions which may include work-related communication, decision making, problem solving among other skills. Rao (2016) explained that performance is what is expected to be delivered by an individual or a set of individuals within a time-frame. This can be stated in terms of the results or task, effort and quality, with specification of conditions under which it is to be delivered. Employee performance is good to be achieved when the workers are happy and satisfied so the management finds it easy to motivate high performers to attain firm targets (Kinicki and Kreitner, 2007). According to Mathis &

Jackson (2008), performance standards is indicators of what the job accomplished and how performance is measured in key areas of the job description. The most critical performance criteria vary from job to job, but the employee performance measures common to most jobs include the following:

- Quantity of output,
- Quality of output
- Timeliness of output
- Presence at work

2.2 Previous Study

According to Mudashiru (2013) on his study examined recruitment and selection process, identified a typical source by separating recruitment into internal and external and discussed the advantages of each method. The analytical tools used in this study were regression analysis and analysis of variance (ANOVA) to determine the relationship between a well-planned recruitment and selection process on corporate performance. Findings revealed that there is a significant relationship between recruitment and selection based on merit and organizational performance; that effective recruitment and selection is a key to organizational commitment; that a well-planned recruitment and selection contributes to organizational performance.

The research conducted by Afriyie & Blankson (2013) investigated the effect of recruitment and selection practice on the performance of small and medium Hotels. They used simple random sampling techniques and pointed out 200 sample respondents out of a total population of 501 full time workers of the hotels. The study found that there is a significant relationship between hotel's performances and the recruitment and selection practices, statistically a significant at alpha (α) = 0.05

According to Bhoganadam & Rao (2014), the aim of the paper is to study the recruitment and selection process at Sai Global Yarntex Private Limited. The best human capital availability in organizations makes them competitive advantage and as well as they become the real life blood of the organizations. This research studied the review of literature for recruitment and selection procedures followed by organizations. The research was done using both primary and secondary data. Primary data was collected from 40 employees using questionnaire method. From the analysis, it has been found that the most of the employees in the company were satisfied but changes are required according to the changing scenario of recruitment process that has a great impact on working of the company so it will have a new idea enters in the company. Selection process is also good and the company's recruitment department is doing well in placing the candidates and filling the job vacancies for all levels of positions.

The research is conducted by Gamage (2014) attempted to examine the relationship between recruiting and selection practices and business

performances of small medium enterprise (SMEs) shedding some light on the mediating link between these two variables. A structured questionnaire was developed and sent to 436 manufacturing SMEs in Aichi prefecture and 144 firms responded to the questionnaire resulting in 32 percent response rate. The result is there is a strong positive relationship between recruitment and business practices and business performance of manufacturing SMEs in Japan.

Junaid (2017) conducted a study about recruitment and selection practices in public sector of Pakistan with respect to job analysis. The researcher gather a data from 144 respondents through questionnaire and some interview. The primary and secondary data collected for the research concludes that the hiring process of public sector is flawed mainly because of poor job analysis, which ultimately effects to the performance of the public sector organizations in Pakistan.

According to Jonathan, et al, (2012) on their study investigated the effect recruitment and selection on the performance of SMEs in Kisumu Municipality, Kenya. There are a lot of SMEs in Kenya, consist of 96% of business enterprises, employing 75% of the labor force and contributing 20% to GDP. On the other hand, the performance in last decade has been poor. The study found that the overall average performance of SMEs in Kisumu Municipality was 60.71%. There was a significant positive correlation between recruitment and selection, and performance of SMEs at $\alpha = .01$. The average performance of SMEs with good recruitment and

selection was 81.90%. Recruitment and selection account for 40.8% of the total variance in performance of SMEs. The study concluded that recruitment and selection has a significant effect on the performance of SMEs in Kisumu Municipality.

In the research conducted by Elnaga & Imran (2013) investigated the effect of training on employee performance and provided suggestion as to how firm can improve the employee performance through effective training programs. The approach of the study is a qualitative. There is a limitation on its study as there are no adequate indications to correlate directly the relationship between training and employee performance. Hence, there is a need for conducting an empirical research in future to test the proposition discussed in the study. The result of the study found that training programs is the stimulant that workers require to improve their performance and capabilities, which consequently increase organizational productivity. Therefore, training should be designed on the basis of firm specific needs and objectives.

According to Agyei & Christ (2016) on their study research about the impact of recruitment and selection criteria on organizational performance with insight from the public basic education sector of Ghana. Primary data was collected by using questionnaires and convenient sampling to gather the views of five hundred teachers while interviews were the instrument in the collection of views from three district directors of education as well as three principals of colleges of education. Secondary

data was obtained from journals, textbooks and from the internet. Data was analyzed qualitatively as well as quantitatively by using multiple linear regression analysis where the p value was >0.05. The findings of the study revealed a high relationship between recruitment and selection criteria and organizational performance and shows that the recruitment and selection criteria have impact on organizational performance.

In the research conducted by Algharibeh & Almsafir (2014) investigated the relationship between training program and employee performance in public universities in Jordan. Three independent variables are incorporated; job training, quality training, and training strategy. The study adopted quantitative approach and used SPSS for testing the hypothesis. The data was collected from 63 employees and manager at public universities in Jordan and the questionnaire consisted of three sections. The finding revealed that the relationship between job training, quality training, and training strategy, and employee performance is positive and significant. Quality training was found to be the highest contributor to employee performance.

According to Dabale, et al, (2014) the aim of their study is to determine the relationship between training and employee performance in Mutare City Council, Zimbabwe. There are 132 respondents (91 males and 41 females) that were selected from the population, purposive sampling technique and structured questionnaire were used in data collection. Data was analyzed using quantitative techniques, including inferential statistics.

It was established that there was strong positive relationship between training and performance of employees. It was recommended that all stakeholders that are involved in one way or the other in training to enhance employee knowledge, skills, ability, competencies and behavior.

2.3 Theoretical Framework

This study consists of three independent variable which are $(X1)$ is recruitment, $(X2)$ is selection and $(X3)$ is training while for the dependent (Y) is employee performance. As for the relationship between variables can be seen in the diagram below:

```
┌─────────────────────┐
│    RECRUITMENT      │─────────────┐
└─────────────────────┘             │
                                    ▼
┌─────────────────────┐      ┌─────────────────────┐
│     SELECTION       │─────▶│     EMPLOYEE        │
└─────────────────────┘      │    PERFORMANCE      │
                             └─────────────────────┘
┌─────────────────────┐             ▲
│     TRAINING        │─────────────┘
└─────────────────────┘
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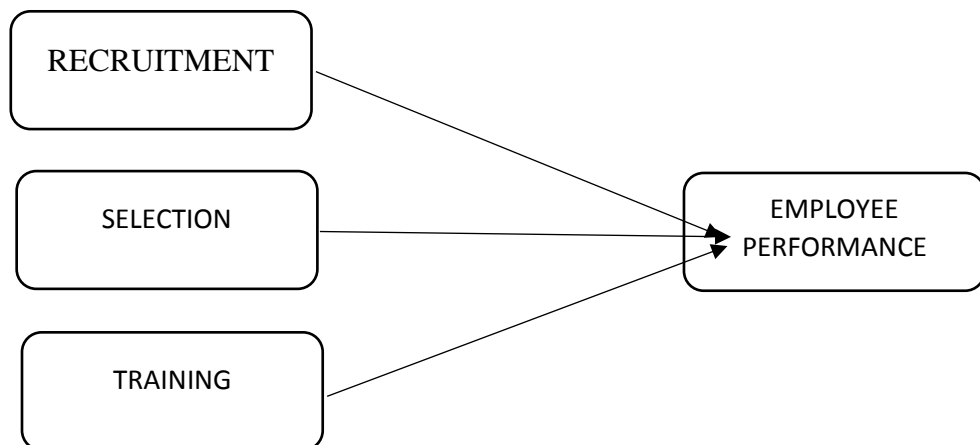
2.4 The Relationship among Variables

2.4.1 Recruitment toward Employee Performance

According to Mokaya, et al, (2013) the study concludes that there is a significant positive relationship between recruitment sources and employee performance in the corporative sector in Kenya. The previous study concludes that recruitment policies affect employee performance in

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the cooperative sector in Kenya as it guides recruitment practices and procedures. In the research conducted by Olatinji & Ugoji(2013) revealed that the recruitment procedures used in the organization influence personnel behavior and performance though the study did not use any variable to measure organizational development or performance, but it measures the perception of male and female toward recruitment. Mustapha, et al, (2013) opined that the aim of recruitment is not only filling of vacancies to include individual development and achievement. It aims to build a strong organization where effective team work, and the individuals needs are realized at the same time. The study argued that to achieve this aim, the organizations must adopt recruitment policies that are internally consistent and which are also consistent with the objectives of the organization and the expectations of the larger society.

2.4.2 Selection toward Employee Performance

Opayemi & Oyesola (2012) indicated that having the right employee on the right job is essential to maintain good performance climate that are significantly related to employee performance. In order to get employee performance excellence, organizations must search for HRM models that strengthen their bid for competitive advantage such as great strategy for employee selection (Amy, et al, 2015). In addition, placement of human resources should be seen as a matching process, and how well an employee is matched to a job affects the amount and performance of that employee in a given task (Kandula, 2004).

2.4.3 Training toward Employee Performance

Training plays an important role in employee performance because through training, skills and knowledge are passed from the trainer to the trainee especially on new products/services and technology. Through training, a trainee builds the right attitudes towards work and unlearns the negative ones. When training is administered, it leads to effectiveness in service delivery and also makes the employees more confident at work (Sila, 2014). Training programs do not only develop employees but also help an organization to make best use of their human resources in favor of gaining competitive advantage. Therefore, it seems to be mandatory by the firm to plan for such a training programs for its employees to enhance their abilities and competencies that are needed at the workplace (Jie and Roger, 2005). Implementing training programs as a solution to cover performance issues such as filling the gap between the standard and the actual performance is an effective way of improving employee performance (Swart, et al, 2015).

2.5 Hypothesis Formulation

The first hypothesis proposed is recruitment. According to Mokaya, et al, (2013) concluded that there is a significant positive relationship between recruitment sources and employee performance in the corporative sector in Kenya. The previous study concluded that recruitment policies affect employee performance in the cooperative sector in Kenya as it guides recruitment practices and procedures. According to Olatunji & Ugoji (2013) in their study revealed that the recruitment procedures used in the

organization influence personnel behavior and performance though the study did not use any variable to measure organizational development or performance, but it measures the perception of male and female toward recruitment. Mustapha, et al, (2013) opined that the aim of recruitment is not only filling of vacancies to include individual development and achievement. It aims to build a strong organization where effective team work, and the individuals needs are realized at the same time. The study argued that to achieve this aim, the organizations must adopt recruitment policies that are internally consistent and which are also consistent with the objectives of the organization and the expectations of the larger society.

From the explanation above, it can be concluded as follow:

Hypothesis 1: Recruitment has positive influence toward employee performance

The second hypothesis that will be explained next is the influence of selection toward employee performance. According to Opayemi & Oyesola (2012) in their study indicate that having the right employee on the right job is essential to maintain good performance climate are significantly related to employee performance. In order to get employee performance excellence, organizations must search for HRM models that strengthen their bid for competitive advantage such as great strategy for employee selection (Amy, et al, 2005). In addition, placement of human resources should be seen as a

matching process, and how well an employee is matched to a job affects the amount and performance of that employee in a given task (Kandula, 2004).

From the explanation above, it can be concluded as follow:

Hypothesis 2: Selection has positive influence toward employee performance

The last hypothesis made for further investigation in this research is training. Training plays an important role in employee performance because through training, skills and knowledge are passed from the trainer to the trainee especially on new products/services and technology. Through training, a trainee builds the right attitudes towards work and unlearns the negative ones. When training is administered, it leads to effectiveness in service delivery and also makes the employees more confident at work (Sila, 2014). Training programs do not only develop employees but also help an organization to make best use of their human resources in favor of gaining competitive advantage. Therefore, it seems to be mandatory by the firm to plan for such a training programs for its employees to enhance their abilities and competencies that are needed at the workplace (Jie and Roger, 2005). Implementing training programs as a solution to cover performance issues such as filling the gap between the standard and the actual performance is an effective way of improving employee performance (Swart, Mann, Brown, & Price, 2005).

From the explanation above, it can be concluded as follow:

Hypothesis 3: Training   has   positive   influence   toward   employee performance

CHAPTER III

RESEARCH METHODOLOGY

3.1 Type of Study

The main purpose of this study is to investigate the relationship between recruitment, selection and training toward employee performance in hotel industry especially at Yogyakarta. The study uses quantitative methods to examine primary data gathered from the Hotel Industry. Therefore, to fulfil the objectives of this study, the designed questionnaire was distributed on the respondents using print-based during different times of the day.

The type of data sources in this research are divided into two they are primary and secondary sources of data. The primary data will be gathered by distributing the questionnaire to the Yellow Star Hotel Gejayan, Dom Hotel, and Hotel Citradream Yogyakarta. The secondary data in this research will be collected from Badan Pusat Statistik Yogyakarta official website to gain information about the hotel in Yogyakarta.

Yellow Star Hotel offers a unique and youth concept, full the best art gallery and stylish atmosphere which make people comfortable to stay. Enjoy the memorable moment and its completed Sky lounge with the best city view, steak house and restaurant. The hotel is close to attractive places Affandi Museum, Gembira Loka Zoo, Malioboro Street, Tugu Railway station, Prambanan temple, Borobudur Temple, Palace and Mall shopping center. It takes about 10 minutes by car or public transportation from Malioboro area and Tugu Railway Station

Citradream Hotels is established and owned by PT Ciputra Hospitality, a member of Ciputra Group of Companies. Citradream Hotels is built to provide modern and international-standard accommodations yet affordable for business and leisure travelers, both local and international. The hotels focus on extending a unique Indonesian hospitality which offers quality service and products that can meet the needs of our discerning guests. The vision of this hotel is "To be an innovative hotel management with qualified human resources delivering both international standards and unique Indonesian hospitality."

Dom Hotel Jogja is situated in Yogyakarta, 6 km from Tugu Monument. Guests can enjoy the on-site restaurant. Each room comes with a flat-screen TV with satellite channels. Each room is equipped with a private bathroom. Malioboro Street is 8 km from DOM Hotel Jogja, while Malioboro Mall is 8 km from the property. The nearest airport is Adisucipto Airport, 7 km from the property.

3.2 Population and Sample

The population of this study are the employees of 3 stars hotel in Yogyakarta. 3 stars hotel is typically offer more spacious accommodations that include well-appointed rooms and decorated lobbies. Bellhop service is usually not available. They are often located near major expressways or business areas, convenient to shopping and moderate to high priced attractions. The hotels usually feature medium-sized restaurants that typically offer service breakfast through dinner. Room service availability may vary. Valet parking, fitness centers and pools are often provided. The samples of this study consist of the employee or management staff within the Yellow Star Hotel at Jl. Affandi No.27 Caturtunggal,

Kec. Depok, Kabupaten Sleman, D.I.Yogyakarta. DOM Hotel at Jl. Kaliurang KM 8.6 Dayu Sleman Yogyakarta and Hotel Citradream at Jl. AM. Sangaji No. 28 Yogyakarta. The sample are 120 respondents. For the sampling the researcher used purposive sampling technique. According to Sekaran (2003), purposive sampling is confined to specific types of people who can provide the desired information. Manager, supervisor, and the staff can be a respondent that can contribute to this research.

3.3 Data Collection Method

In order to obtain the required data, the researcher gathered data collection through primary data. The data collection process was started from July 2018 until August 2018. The researcher made a list of closed-ended questions and statements to measure the values of each variables. Moreover, to measure the values of each statement and question, the researcher used Likert Scale as a reference. According to Sekaran (2003), likert Scale is used to measure how strong the subjects agree or disagree with statement on a 5-point scale. Below are the indicators of variable that can be measured by Likert Scale:

1. Strongly Disagree   : 1
2. Disagree   : 2
3. Neutral   : 3
4. Agree   : 4
5. Strongly Agree   : 5

3.4 Variable and Measurement

3.4.1 Recruitment

Recruitment as independent variable will use Ashraf, J (2017) study as measurement. There will be 6 items of measurement ranged from scale of strongly agree, agree, neutral, disagree, and strongly disagree. These are some questions stated in the questionnaire:

- Organization clearly defines the positions objectives, requirements, and candidate specification in the recruitment
- I received a large amount of information about my job before being employed during the hiring process
- I feel I am the right fit for my current job
- I have clear targets for each of my objectives
- Organization has formal policy for recruitment
- Recruitment practices used in organizations influence personal behavior

3.4.2 Selection

Selection as independent variable will use Ashraf, J (2017) study as measurement. There are 5 items of measurement ranged from scale of strongly agree, agree, neutral, disagree, and strongly disagree. These are some questions stated in the questionnaire:

- Organization has formal policy for selection of employees
- All of the information I received at interviews about my job before being employed was relevant

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- Selection practice used in organizations influence personal behavior

- Political interference influence the hiring in my organization

- There are equal opportunities for all (potential) employees when it comes to hiring

3.4.3 Training

Training as independent variable will use Aswaf et al (2015) study as measurement. There are 7 items of measurement ranges from scale of strongly agree, agree, neutral disagree and strongly agree. These are the questions stated in the questionnaire:

- I think the training program designed based on the requirement of the job

- The type of training I have taken is applicable for the job after the training

- I have known the objectives of the training

- Training improves my skills and knowledge, attitude change new capability

- I think the method of training used by the organization is effective

- I have enough training that enables me to do my job as required

- The training program evaluate during or at the end of the program

3.4.4   Employee Performance

Employee performance as dependent variable will use Ashraf J (2017) and Aswaf et al (2015) study as measurement. There are 10 items of measurement ranges from scale strongly agree, agree, neutral, disagree, and strongly disagree. These are the questions stated in the questionnaire:

- I know very well what is expected from me on my job

- I know how my job impacts the mission of the company

- I have opportunities to learn and grow

- This organization's recruitment and selection really inspires me towards the job performance

- In my opinion training helps me to increase productivity

- The training I received helped me to enhance high quality of production/service

- The training provided by my organization helped me to improve quantity

- In my opinion training helps me to enhance the use of tools or machines

- In my opinion training helps me to reduce in errors

- I feel training provided helped my organization to ensure its success with client satisfaction.

3.5 Data Analysis

3.5.1 Data Testing

3.5.1.1 Validity

Validity is used by the researcher to test how good an instrument that is intended to measure particular concept accurately. Moreover, validity also concerned whether the researcher measures the proper concept. The instrument is valid when the result of each variables measured as expected. The result of instrument validity (high or low) will reflect on how far the data deviate from the desired hypothesis Sekaran (2003). SPSS 24.0 is used as a tool to analyze the validity data.

3.5.1.2 Reliability

Reliability is the test which aim to measure how stable and consistent the instrument and help to assess the goodness of measure. Moreover, reliability of a measure indicates the extent to which it is without bias (error free). SPSS 24.0 is used as a tool to analyze the reliability data.

3.5.2 Classical Assumption Test

The purpose of classical assumption test is to provide assurance that the obtained regression equation is precise in estimation, unbiased result and consistent.

3.5.2.1 Normality Data Test

The purpose of normality data test is to assess the distribution of data in a group of the data or variable whether it is normally distributed or not. Normal distribution will form like a bell. The researcher used One-Sample Kolmogorov Smirnov with significant value of $\alpha = 0,05$ to conduct normality test.

Decisions about normality are as follows:

a. If $\alpha < 0,05$, data distribution is not normal

b. If $\alpha > 0,05$, data distribution is normal

3.5.2.2 Multicollinearity Test

The purpose of multicollinearity test is to test whether there is a correlation among independent variables or not. Conceptually, a multicollinearity is a situation where there are two correlated variables. A good regression model must not have any relation among independent variables. Multicollinearity will be detected by observing the value of Variance Inflation Factor (VIF) and tolerance. If VIF is greater than 10 or the tolerance value is less than 0,10, it means that there is a multicollinearity and vice versa.

3.5.2.3 Heteroscedasticity Test

The purpose of heteroscedasticity test is to determine whether there is any deviation on the heteroscedasticity classical assumption or not. The deviation is variant inequality of the residual

among all observations on the regression models. A non-interference regression model happens if the dots on the scatterplot charts spread evenly and do not form a particular pattern or gather at a certain point.

3.5.3 Multiple Linear Regression

Multiple linear regressions are used to determine the direction of the influence and direction of independent variable (X) to the dependent variable (Y). In order to interpret the result of the hypothesis testing, the researcher used the amount of probability value with the decision below:

- If sig. value < 0.05, it means that H1 is accepted, thus it will be concluded that there is influence of independent variable to dependent variable.
- If sig. value > 0.05, it means that H1 is rejected, thus it will be concluded that there is no influence of independent variable to dependent variable.

3.5.4 Testing Hypothesis

3.5.4.1 F-test

F test is a statistical test that is used to determine whether two populations having normal distribution have the same variances or standard deviation. Using SPSS 22.0, F-test can be done by comparing the F value of significant with the output of ANOVA. If

the significant value is below 0.05, the independent variable is influencing the dependent (Blackwell, 2008).

3.5.4.2 T-test

According to Sekaran (2003) T-test is used to know whether the meaning for each parameter estimator partially, partial coefficient have influence or not with the assumption that independent variable is constant.

T-test will be done using SPSS 24.0 by comparing p-value (Sig.) with the level of significant (α) where the value of α is 5% or 0.05. In short, to make a decision there will be a measurement (Sekaran, 2003):

- Value of Sig $< \alpha$ so H0 rejected and H1 accepted
- Value of Sig $\geq \alpha$ so H0 accepted and H1 rejected

3.5.4.3 R Squared

The coefficient of determination (R^2) is used to show how much the percentage of variation in the dependent variable can be explained by the variation in the independent variable. The value of R^2 is between 0 and 1. If the value of R^2 is close to 0, then the smaller the relation between the independent variable and the dependent variable. if the value of R^2 is close to 1, the stronger the relationship between the independent variable and the dependent variable (Lin et al., 2010).

CHAPTER 4

DATA ANALYSIS AND DISCUSSION

This chapter will cover the data analysis and discuss the findings of the study which is "The Influence of Recruitment, Selection, and Training toward Employee Performance: A Study of Hotel Industry". The discussion starts by showing the data that have been collected through questionnaire from 3 hotels in Yogyakarta they are Yellow Star Hotel Gejayan, Dom Hotel, and Citradream Hotel. Moreover, the total of the questionnaire that was distributed by the researcher was 120 and only 114 respondents were willing to participate in the questionnaire. 40 respondents from Citradream Hotel, 39 respondents from Yellow Star Hotel and 35 respondents from DOM Hotel.

4.1 Descriptive Statistic

In descriptive statistic, it provides the result of the analysis of the research data for each variables and describes by descriptive statistics using mean, minimum, maximum. The score of answer can be categorized below:

Minimum score = 1

Maximum score = 5

Interval $= \frac{maximum - minimum}{total\ class} = \frac{5-1}{5} = 0.8$

The following score can be categorized as follows:

The average value of 1 to 1.80   = Very low

The average value of 1.81 to 2.61   = Low

The average value of 2.62 to 3.42   = Medium

The average value of 3.43 to 4.23   = High

The average value of 4.24 to 5   = Very high

1. Independent Variable of Recruitment (X1)

The variable of recruitment has several questions measured by using 5 scales, ranging from very low score for strongly disagree and very high score for strongly agree. The descriptive result of respondents' assessment toward recruitment variable can be seen in Table 4.1 below:

Table 4.1 Assessment of Recruitment

Item	Indicators	Mean	Categorized
X1.1	Organization clearly defines the positions objectives, requirements, and candidate specification in the recruitment	4.439	Very High
X1.2	I received a large amount of information about my job before being employed during the hiring process	4.412	Very High
X1.3	I feel I am the right fit for my current job	4.325	Very High
X1.4	I have clear targets for each of my objectives	4.377	Very High
X1.5	Organization has formal policy for recruitment	4.211	Very High
X1.6	Recruitment practices used in organizations influence personal behavior	4.342	Very High
Total mean value of results		4.351	Very High

Based on the Table 4.1 above, the mean of this variable is 4.351 which means very high categorized. Then, the highest mean of item in recruitment is organization clearly defines the positions objective, requirement, and the candidate recruitment with mean score is 4.439, while the lowest item in recruitment is organization has formal policy for recruitment.

2. Independent Variable of Selection (X2)

The variable of selection has several questions measured by using 5 scales, ranging from very low score for strongly disagree and very high score for strongly agree. The descriptive result of respondents' assessment toward selection variable can be seen in Table 4.2 below:

Table 4.2 Assessment of Selection

Item	Indicators	Mean	Categorized
X2.1	Organization has formal policy for selection of employees	4.368	Very High
X2.2	All of the information I received at interviews about my job before being employed was relevant	4.307	Very High
X2.3	Selection practice used in organizations influence personal behavior	4.175	High
X2.4	Political interference influence the hiring in my organization	3.640	High
X2.5	There are equal opportunities for all (potential) employees when it comes to hiring	4.132	High
	Total mean value of results	4.124	High

Based on the Table 4.2 above, the mean of the result variable is 4.124 which means high categorized. Then the highest mean of item in selection is organization has formal policy for selection of employee with mean score is 4.368, while the lowest mean item is political interference influence the hiring in my organization.

3. Independent Variable of Training (X3)

The variable of training has several questions measured by using 5 scales, ranging from very low score for strongly disagree and very high score for strongly agree. The descriptive result of respondents' assessment toward training variable can be seen in Table 4.3 below:

Table 4.3 Assessment of Training

Item	Indicators	Mean	Categorized
X3.1	I think the training program is designed based on the requirement of the job	4.228	High
X3.2	The type of training I have taken is applicable for the job after the training	4.263	Very High
X3.3	I have known the objectives of the training	4.228	High
X3.4	Training improves my skills and knowledge, attitude change new capability	4.351	Very High
X3.5	I think the method of training used by the organization is effective	4.228	High
X3.6	I have enough training that enables me to do my job as required	4.337	Very High
X3.7	The training program evaluate during or at the end of the program	4.298	Very High
	Total value of Results	4.281	Very High

Based on the table 4.3 above, the mean of the result variable is 4.282 which means very high categorized. The highest mean of item in training variable is training improve my skill, knowledge and attitude change new capability with mean score is 4.351.

4. Dependent Variable of Employee Performance

The dependent variable of employee performance has several questions measured by using 5 scales, ranging from very low score for strongly disagree and very high score for strongly agree. The descriptive result of respondents' assessment toward employee performance variable can be seen in Table 4.4 below:

Table 4.4 Assessment of Employee Performance

Item	Indicators	Mean	Categorized

Y1.1	I know very well what is expected from me on my job	4.439	Very High
Y1.2	I know how my job impacts the mission of the company	4.368	Very High
Y1.3	I have opportunities to learn and grow	4.404	Very High
Y1.4	This organization's recruitment and selection really inspires me towards the job performance	4.439	Very High
Y1.5	In my opinion, training helps me to increase productivity	4.456	Very High
Y1.6	The training I received helped me to enhance high quality of production/service	4.307	Very High
Y1.7	The training provided by my organization helped me to improve quantity	4.395	Very High
Y1.8	In my opinion, training helps me to enhance the use of tools or machines	4.351	Very High
Y1.9	In my opinion, training helps me to reduce in errors	4.377	Very High
Y1.10	I feel training provided helped my organization to ensure its success with client satisfaction	4.289	Very High
Total value of results		4.382	Very High

Based on the Table 4.4 above, the mean of the result variable is 4.382 which means very high categorized. The highest mean of item in employee performance is this organization's recruitment and selection really inspires the very best in me towards the job performance with mean score is 4.439.

Variable	Mean	Categorized
Recruitment (X1)	4.3513	Very High
Selection (X2)	4.1246	High
Training (X3)	4.2819	Very High

Table 4.5

Employee Performance (Y)	4.3825	Very High

Summary of

Each Variables

Based on Table 4.1, the researcher concluded that the responses of the respondents toward the research variables is good. It is proven by the mean of recruitment variable is about 4.3513, the selection variable is 4.1246, then training is 4.2819, and the last one employee performance variable is 4.3825.

4.2 Respondents Characteristics

Respondents' characteristic describes the employee profile of Yellow Star Hotel Gejayan, Dom Hotel, and Citradream Hotel consist of gender, education level, working period, and job position.

Gender	Frequency, N	Percentage
Male	65	57%

Female	49	43%
Total	114	100%

4.2.1   Gender

Table 4.6 Classification of Respondents Based On Gender

According to the Table 4.6 there are a total of 65 (57%) male respondents and 49 (43%) female respondents. The percentage shows that the male respondents are much higher than the female respondents.

4.2.2   Education Level

Table 4.7 Classification of Respondents Base On Education Level

Education Level	Frequency, N	Percentage
High School *(SMA)*	88	77.2%
Diploma *(Diploma)*	17	14.9%
Sarjana *(Undergraduate)*	9	7.9%
Total	114	100%

According to the Table 4.7, the majority of the respondents are High School level with 88 (77.2%) while Diploma graduates have 17 (14.9%) participated in this study and followed by Undergraduate with 9 (7.9%).

4.2.3   Working Period

Table 4.8 Classification of Respondent Based On Working Period

Working Period	Frequency, N	Percentage
0-5 years	96	84.2%
6-10 years	17	14.9%
11-20 years	1	0.9%
Total	114	100%

As shown in the Table 4.8, it can be concluded that the majority of the respondents participated in this research have been working for 0-5 years which represented by 96 (84.2%). The second position of respondents based on time length of employment is about 6-10 years with the value 17 (14.9%). Then only 1 (0.9%) respondent have been working for 11-20 years.

4.2.4 Job Position

Table 4.9 Classification of Respondents Based On Job Position

Job Position	Frequency, N	Percentage
Manager	9	7.9%
Supervisor	10	8.8%
Staff	95	83.3%
Total	114	100%

Table 4.9 indicates that the majority of the respondents in this research hold staff position with 95 (83.3%). Then there are 10 (8.8%) respondents as supervisor followed by 9 (7.9%) respondents as manager.

4.3 Validity and Reliability Test

4.3.1 Validity Test

The research used Pearson Product Moment to test the validity test of each variables. The result was proceed by using SPSS 24.0. The results are shown in Table 4.10 below:

Table 4.10 Result of Validity Test

Variables	P value or Sig.(2-tailed)	Significance Level of $\alpha=0.05$	Validity
Recruitment			
X1.1	0.000	0.05	Valid
X1.2	0.000	0.05	Valid
X1.3	0.000	0.05	Valid
X1.4	0.000	0.05	Valid
X1.5	0.000	0.05	Valid
X1.6	0.000	0.05	Valid
Selection			
X2.1	0.000	0.05	Valid
X2.2	0.000	0.05	Valid
X2.3	0.000	0.05	Valid
X2.4	0.000	0.05	Valid
X2.5	0.000	0.05	Valid
Training			
X3.1	0.000	0.05	Valid
X3.2	0.000	0.05	Valid
X3.3	0.000	0.05	Valid
X3.4	0.000	0.05	Valid
X3.5	0.000	0.05	Valid
X3.6	0.000	0.05	Valid

X3.7	0.000	0.05	Valid
Employee Performance			
Y1.1	0.000	0.05	Valid
Y1.2	0.000	0.05	Valid
Y1.3	0.000	0.05	Valid
Y1.4	0.000	0.05	Valid
Y1.5	0.000	0.05	Valid
Y1.6	0.000	0.05	Valid
Y1.7	0.000	0.05	Valid
Y1.8	0.000	0.05	Valid
Y1.9	0.000	0.05	Valid
Y1.10	0.000	0.05	Valid

Table 4.10 shows that based on the significant value obtained by Sig. (2-tailed) are 0.000 for all the questions. This research decided a validity test if the significance value < significance level ($\alpha = 0.05$). Therefore, it can be concluded that all of the questions are valid.

4.3.2 Reliability Test

An instrument is reported to be reliable if it is consistent and free from bias. The reliability test was conducted to measure the consistency of the instruments. This test was based on Cronbach Alpha Value. The questions can be reliable if alpha test results show greater than 0.6. The reliability test from research variables is shown in Table 4.11 below:

Variables	**Cronbach's Alpha**	**Requirement**	**Reliability**
Recruitment	0.834	0.600	Reliable
Selection	0.740	0.600	Reliable

Training	0.806	0.600	Reliable
Employee Performance	0.796	0.600	Reliable

Table 4.11 Result of Reliability Test

Source: Primary Data Proceed 2018

As shown in Table 4.11, the Cronbach's Alpha result of recruitment is 0.834; selection is 0.740; training is 0.806; and employee performance with 0.796. So, it can concluded that all the variables in this research are reliable because it has greater value than 0.6.

4.3.3 Classical Assumption

4.3.3.1 Normality Data

Normality must be done in the research before the data are proceeded in order to make sure if data distribution or variables is normally distributed. The researcher used Kolmogorov-Smirnov with significant value of $\alpha = 0.05$ to conduct normality test. The result of normality test using Kolmogorov-Smirnov test is shown in Table 4.12 below:

Table 4.12 Normality Test Result

Asymp. Sig. (2-tailed)	Explanation
0.740	Normal

Table 4.12 shows that the result of normality test using Kolmogorov-Smirnov is 0.740. By comparing the significant value of $\alpha = 0.05$ it can be

concluded that 0.740 is greater than the significant value ($\alpha = 0.05$). So, it is categorized as normal.

4.3.3.2 Multicollinearity Test

Multicollinearity is linear relationship condition among independent variables used in a regression model. A multiocollinearity function is to see if there is a high correlation between variables in a multiple linear regression model. Multicollinearity can be detected with the help of tolerance and the opposite reciprocal or called Variance Inflation Factor (VIF). If the value of VIF is greater than 10 or the tolerance value is less than 0.10, it means there is a multicollinearity and vice versa. The result of multicollinearity test for independent variables used in this research are shown in the Table 4.13 below:

Table 4.13 Multicollinearity Test Result

Varables	Tolerance Value	VIF	Explanation
Recruitment	0.495	2.022	No Multicollinearity
Selection	0.577	1.732	No Multicollinearity
Training	0.489	2.043	No Multicollinearity

Above multicollinearity test result indicates that the VIF value of recruitment, selection, and training is 2.022; 1.732; 2.043 which are less than 10. Therefore, the independent variables are free from multicollienarity symptoms or there is no multicollinearity between all of the variables.

4.3.3.3 Heteroscedasticity Test

The purpose of heteroscedasticity test is to determine whether there is any deviation on the heteroscedasticity classical assumption or not. If the residual variance is not absolute, it is called heteroscedasticity, if there is an absolute residual variance for all of the observations, then it is called homoscedasticity. A good regression model should be homoscedasticity or free from heteroscedasticity. SPSS 24.0 software is used to determine the existence of heteroscedasticity, based on the result heteroscedasticity test for the independent variables.
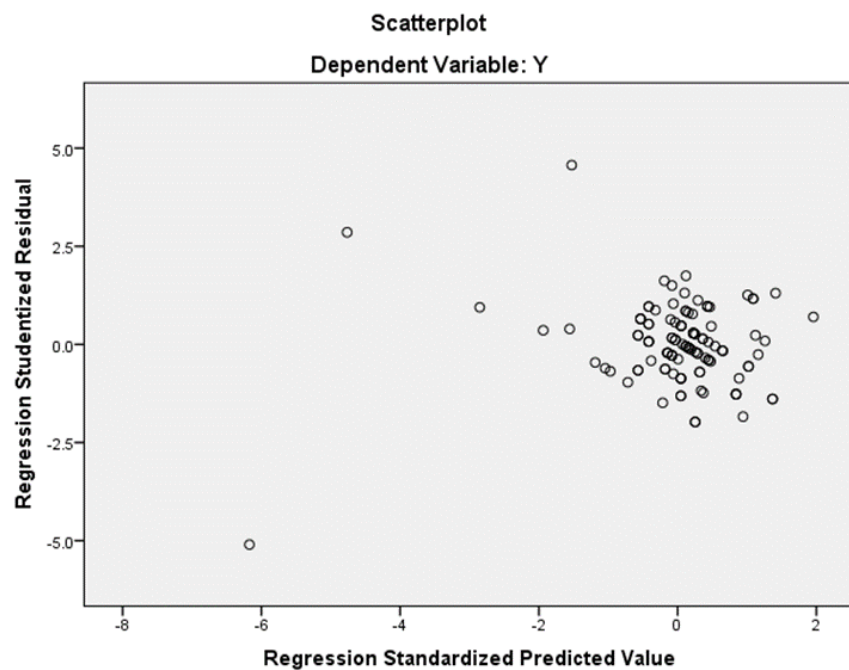
Figure 4.1 Scatterplot Figure

The scatterplot figure shows that there is no clear pattern and random on the graph. Therefore, it can be concluded that there is no heteroscedasticity.

4.4 Hypothesis Testing

4.4.1 F-Test

The researcher used F-test to know whether the independent variables (recruitment, selection and training) influence the dependent variable (employee performance). Moreover, F-test can also determines whether the model of linear regression used is correct or not. F-test can be explained by using Analysis of Variance (ANOVA). Table 4.14 shows the result of the F-test below:

Table 4.14 The Result of F-test

F	Significances
41.432	0.000

According to the table 4.14 above, the result of the significance level is 0.000. Therefore, the variable of the recruitment, selection and training are influencing the employee performance because the probability significance is $0.000 < 0.05$.

4.4.2 T-test

T-test is used to determine whether every variables (recruitment, selection, and training) partially or individually have influence toward

dependent variable (employee performance). Table 4.15 shows the result of t-test values in this research.

Table 4.15 the result of T-test

Variables	Coefficient Regression (B)	t	Sig.	Result
Constant	1.640	6.522	0.000	
Recruitment	0.254	3.768	0.000	Significant
Selection	0.129	2.137	0.035	Significant
Training	0.258	3.227	0.002	Significant

a. **Hypothesis testing on the influence of recruitment (X1) on employee performance (Y)**

Hypothesis 0: There is no positive influence of recruitment toward employee performance

Hypothesis 1: There is positive influence of recruitment toward employee performance

Based on the Table 4.15, the result of t-test shows that the significant value of recruitment is 0.000 which is lower than 0.05 and the regression coefficient value is also positive (0.254). So, the researcher can conclude that H0 is rejected. Therefore, there is a positive influence of recruitment toward employee performance in hotel industry at Yogyakarta.

b. **Hypothesis testing on the influence of the selection (X2) on employee performance (Y)**

Hypothesis 0: There is no positive influence of selection toward employee

performance

Hypothesis 2:   There is positive influence of selection toward employee

performance

Based on the table 4.15, the result of t-test shows that the significant value of selection is 0.035 which is lower than 0.05 and the regression coefficient value is also positive (0.129). So, the researcher can conclude that H0 is rejected. Therefore, there is a positive influence of selection toward employee performance in hotel industry at Yogyakarta.

c. Hypothesis testing on the influence of training (X3) on employee performance (Y)

Hypothesis 0:   There is no positive influence of training toward employee

performance

Hypothesis 3:   There is positive influence of training toward employee

performance

Based on the table 4.15, the result of t-test shows that the significant value of training is 0.002 which is lower than 0.05 and the regression coefficient value is also positive (0.258). So, the researcher concluded that H0 is rejected. Therefore, there is a positive influence of training toward employee performance in hotel industry at Yogyakarta.

Table 4.16 Summary of Hypothesis Testing Result

Hypothesis	Result

Recruitment has a positive influence toward employee performance	Supported
Selection has a positive influence toward employee performance	Supported
Training has a positive influence toward employee performance	Supported

4.4.3   Determination Coefficient Test (R^2)

Determination coefficient test (R^2) is used to measure how big the ability of independent variable (recruitment, selection and training) in explaining the dependent variable (employee performance). The result of the determination coeeficient test (R^2) can be seen in table 4.17 below:

Table 4.17 Coefficient Determination Test Result (R^2)

Adjusted R Square	Other Factors
0.518	0.482

Based on the table 4.17, the value of adjusted R squared is 0.518 or 51.8%. It indicates that the contribution of recruitment, selection and training variables are 51.8%. While the rest 48.2% is influenced by other factors.

4.5   Discussion of Research Finding

According to the result of this research, it proves that the recruitment in hotel industry at Yogyakarta has positive and significant influence toward employee performance with the probability value of recruitment is 0.000, that is less than the level of significant α = 0.05. Furthermore, from the data analysis above, it is stated that the mean of recruitment is 4.351 which is categorized as a very high category. Then the highest mean of items in recruitment is organization clearly defines the positions objective, requirement, and the candidate recruitment

with mean score is 4.439. Therefore, from the hypothesis testing result, H0 is rejected. The finding is also supported by the research conducted by Mustapha, et al, (2013) which stated that recruitment is not only filling of vacancies to include individual development and achievement. It aims to build a strong organization where effective teamwork and individual needs are realized at the same time by adopting recruitment policies that are internally consistent with the objective of the organization and the expectation of the society. In short, the recruitment policies that consistent and align with the objective of the company will influence the employee performance. More support is shown by the research conducted by Olatunji & Ugoji (2013) which revealed that the recruitment procedures used in organization influence personnel behavior and performance which is represented by the mean of item in recruitment that is recruitment practice used in organization influence personnel behavior with 4.342 categorized as a very high result.

For the next result of this research, it proves that the score of probability is 0.035 which is lower than level of significant 0.05. Therefore, the researcher can concluded that the second independent variables that is Selection has a positive influence toward employee performance in hotel industry at Yogyakarta. Furthermore, based on the data analysis above, it is stated that the mean of Selection is 4.124 which is categorized as high category. Then, the highest mean of item in selection is organization has formal policy for selection of employee with mean score is 4.368. Therefore, the hypothesis testing result shows that H0 is rejected. It can be concluded that selection in Yellow Star Hoter, DOM Hotel, and Citradream Hotel positively influence their employee performance. Moreover, the finding is

also supported by the research conducted by Opayemi & Oyesola (2012) that having the right employee on the right job is essential to maintain good performance climate that are significantly related to employee performance. In this research, it is stated there are various steps in selection process. It means the organization only want to hire the right employee on the right job that will influence the employee performance itself. Another research conducted by Amy, et al, (2005) stated that to get employee performance excellence, company must search for HRM models that strengthen their bid for competitive advantage such as a great strategy for employee selection. It can related to the item in selection that there are equal opportunities for all (potential) employee when it comes to hiring and political interference influence the hiring in my organization has the lowest mean with 3.640 which means the company only select the best candidate when it comes to hiring.

For the last result of this research, the third independent variable of training has a positive influence toward employee performance in hotel industry at Yogyakarta by the result of the analysis showed that the score of probability is 0.002 which is lower than the level of significant 0.05. Furthermore, based on the data analysis above, the mean of the training is 4.281 which is categorized as very high category. Therefore, the hypothesis testing result H0 is rejected. This result is also supported by the research conducted by Sila (2014) that through training, a trainee builds the right attitudes of work and unlearns the negative ones. When training is administered, it leads to effectiveness in service delivery and also makes the employees more confident at work. This result means training is important because through training employee can obtain a new knowledge and skill about new

product/services and technology that can make the more confident at work. Another research conducted by Swart, et al, (2005) stated that implementing training program as a solution to cover performance issues such as filling the gap between the standard and the actual performance is an effective way of improving employee performance. It is related to the item in training which training program designed based on the requirement of the job with the mean reach 4.228 categorized as high category.

CHAPTER V

CONCLUSION AND RECOMMENDATION

5.1 Conclusions

From the data analysis that has been conducted previously, it has been proven that all of the independent variables tested in this research have positive influence toward the dependent variable. The points are written below:

1. Recruitment as the first independent variable (X1) is proven to have a positive influence toward employee performance as dependent variable (Y). It has been proven on the hypothesis testing result on chapter IV which stated that recruitment variable has significance 0.000 which is less than 0.05.

2. Selection as the second independent variable (X2) is proven to have a positive influence toward employee performance as dependent variable (Y). It has been proven on the hypothesis testing result on chapter IV which stated that selection variable has significance 0.035 which is lee than 0.05.

3. Training as the third independent variable (X3) is proven to have positive influence toward employee performance as dependent variable (Y). It has been proven on the hypothesis testing result on chapter IV which stated that training variable has significance 0.002 which is less than 0.05.

5.2 Recommendation

Based on the findings of the study and the conclusion above, the following recommendation are made:

1. The result of the analyses in this study concluded that all of the independent variables recruitment (X1), selection (X2), and training (X3) have a positive influence toward employee performance (Y) in hotel industry at Yogyakarta. Therefore, the researcher recommended for Yellow Star Hotel, Dom Hotel and Citradream Hotel to maintain those activities in order to keep the positive influence toward employee performance by considering some aspect and keep up with development.

2. One of the ways to keep up with the development is about technology issues. It is highly recommended for HRM in hotel industry to adopt the revised standard as fast as possible because today technology grows rapidly. Moreover, they should provide training for employees periodically to upgrade the employees' ability in technology.

3. It is recommended for the next researcher who is interested do the research with this topic to add more independent variables or mediating variable such as organizational commitment or employee competency to make the research complete.

5.3 Limitation of the Study

Since all research studies are confronted by a number of limitations, the limitation for this study will now be presented:

- The limited number of respondents, with only 114 and 3 hotel based in Yogyakarta, could not best represent for the whole employees that work in hotel industry.

- Lack of cooperation from the target respondents to contribute to this research makes researcher only obtain the data from 3 hotels in Yogyakarta (Yellow Star Hotel, DOM Hotel, Citradream Hotel).

- Time is very limited, more time will be needed to gather a lot and accurate information or data.

5.4 Suggestion

The researcher would like to offer some suggestions based on the result of this study:

1. Similar study can be conducted in other hotel industry and with larger sample size in order to enrich the topics of this study since the different findings might possibly be found or to have in-depth knowledge of the factors determining the influence of recruitment, selection and training toward employee performance.

2. Future research should manage the time in conducting a research to gather accurate information or data.

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Appendix 1

KUESIONER PENELITIAN

Pengaruh Rekrutmen, Seleksi, dan Pelatihan terhadap Kinerja Karyawan :

Studi Kasus pada Industri Hotel di Yogyakarta

Responden yang terhormat,

Guna penyusunan skripsi dalam rangka memenuhi syarat untuk dapat menyelesaikan program Strata satu pada Fakultas Ekonomi Departemen Manajemen Universitas Islam Indonesia Yogyakarta diperlukan data-data dan informasi yang mendukung kelancaran penelitian ini. Demi tercapainya tujuan penelitian ini, maka penyusun mohon kesediaan dari Bapak/Ibu/Saudara/Saudari untuk membantu mengisi kuesioner atau daftar pertanyaan yang telah disediakan.

Atas kesediaan Bapak/Ibu/Saudara/Saudari, penyusun mengucapkan banyak terima kasih karena telah meluangkan waktunya untuk mengisi kuesioner penelitian ini.

Hormat Saya,

Adams Asyhari

NIM: 14311597

PETUNJUK PENGISIAN

1. Mohon memberikan tanda (√) pada jawaban yang anda anggap paling benar.

2. Setiap pertanyaan hanya membutuhkan satu jawaban saja.

3. Mohon memberikan jawaban yang sebenar-benarnya.

4. Ada lima alternatif jawaban yaitu:

- Sangat Setuju= (SS)

- Setuju= (S)

- Kurang Setuju= (KS)

- Tidak Setuju= (TS)

- Sangat Tidak Setuju= (STS)

A. IDENTITAS RESPONDEN

1. Jenis Kelamin: a. Laki-Laki   b. Perempuan

2. Pendidikan Terakhir   :
   a. SD/Sederajat
   b. SMP/SederajatSMA/Sederajat
   c. Diploma
   d. Sarjana

3. Lama Bekerja:
   a) 0-5 tahun
   b) 6-10 tahun
   c) 11-20 tahun
   d) 21-30 tahun

4. Jabatan   :
   a) Manajer
   b) Supervisor
   c) Staff

B. KUESIONER

Rekrutmen

	STS	TS	KS	S	SS
Perusahaan dengan jelas menetapkan tujuan dari setiap posisi, persyaratan, dan spesifikasi kandidat dalam rekrutmen					
Saya menerima informasi tentang pekerjaan/tugas saya ketika proses perekrutan					
Saya merasa cocok dengan pekerjaan saya saat ini					
Saya memiliki target untuk setiap tujuan saya					
Perusahaan memiliki kebijakan formal untuk rekrutmen					
Praktek/proses rekrutmen yang digunakan oleh perusahaan mempengaruhi perilaku pribadi saya					

Seleksi

	STS	TS	KS	S	SS
Perusahaan memiliki kebijakan formal untuk proses seleksi					
Informasi yang saya terima ketika proses wawancara berkaitan dengan pekerjaan saya					
Praktek/proses seleksi yang digunakan oleh perusahaan mempengaruhi perilaku pribadi saya					
Kandidat yang memiliki relasi internal mempengaruhi proses seleksi di perusahaan saya					
Dalam proses seleksi semua kandidat yang berpotensi memiliki kesempatan yang sama					

Pelatihan

	STS	TS	KS	S	SS
Saya merasa program pelatihan dibuat berdasarkan persyaratan kerja					
Jenis pelatihan yang saya dapatkan berguna untuk pekerjaan saya					
Saya mengetahui tujuan dari pelatihan					

Pelatihan meningkatkan kemampuan, pengetahuan dan keterampilan saya					
Saya merasa metode yang digunakan perusahaan saya sangat efektif					
Saya memiliki cukup pelatihan yang membuat saya dapat mengerjakan pekerjaan sesuai dengan yang diharuskan					
Evaluasi program pelatihan dilakukan ketika berjalan atau diakhir program					

Kinerja Karyawan

	STS	TS	KS	S	SS
Saya mengetahui apa yang harus saya lakukan dengan pekerjaan saya					
Saya mengetahui bagaimana pengahruh pekerjaan saya terhadap misi perusahaan					
Saya memiliki kesempatan untuk belajar dan berkembang					
Rekrutmen dan seleksi pada perusahaan ini mengarapkan saya yang terbaik dalam melakukan pekerjaan saya					
Menurut saya pelatihan membantu saya dalam menigkatkan produktivitas					
Pelatihan yang saya terima membantu saya untuk meningkatkan kualitas tinggi dalam hal pelayanan/produksi					
Pelatihan yang disediakan oleh perusahaan dapat membantu meningkatkan kuantitas					
Menurut saya pelatihan dapat membantu saya untuk mengunakan alat/mesin					
Menurut saya pelatihan dapat mengurangi kesalahan					
Saya merasa pelatihan yang diberikan oleh perusahan bertujuan untuk kepuasan pelanggan					

TERIMA KASIH DAN SELAMAT BEKERJA

Appendix 2

Research Data

No	X1.1	X1.2	X1.3	X1.4	X1.5	X1.6
1	5	5	5	5	5	5
2	5	4	4	4	4	5
3	5	5	5	4	4	4
4	5	5	5	5	5	4
5	4	4	5	5	5	5
6	4	4	5	4	5	5
7	5	5	5	5	5	5
8	5	5	4	5	4	4
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11	4	5	5	4	5	5
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111	5	4	4	4	4	4
112	5	4	4	4	4	4
113	4	4	4	4	4	5
114	4	5	4	5	4	4

No	X2.1	X2.2	X2.3	X2.4	X2.5
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5	5	5	5	3	4
6	4	4	4	3	4
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90	4	4	5	3	4
91	4	5	5	5	5
92	5	5	5	5	5
93	4	4	4	4	4
94	5	5	4	3	4
95	5	4	4	3	4
96	4	5	5	5	4

97	4	4	4	4	4
98	4	4	4	4	4
99	4	5	4	4	4
100	4	4	4	4	4
101	4	4	3	4	5
102	4	4	5	5	4
103	2	2	2	2	2
104	4	4	4	4	4
105	5	5	5	4	5
106	5	4	4	3	4
107	5	4	4	3	4
108	5	5	5	3	4
109	4	5	4	3	4
110	5	5	4	3	4
111	4	4	4	4	5
112	4	4	5	3	4
113	5	5	5	5	5
114	4	4	4	4	4

No	X3.1	X3.2	X3.3	X3.4	X3.5	X3.6	X3.7
1	5	5	4	5	5	5	5
2	4	5	4	5	4	5	5
3	4	4	4	4	4	5	5
4	4	4	4	4	4	4	5
5	4	4	5	4	4	4	4
6	5	5	5	5	5	4	4
7	4	4	4	4	4	4	4
8	4	4	4	4	4	4	4
9	4	4	4	4	4	4	5
10	3	3	3	3	3	3	3
11	5	5	5	5	5	4	5
12	5	5	4	5	5	5	5
13	5	4	4	4	4	5	5

14	4	4	5	5	5	5	4
15	5	4	4	4	4	4	4
16	5	5	5	5	4	5	3
17	5	4	4	4	4	5	5
18	4	5	5	5	5	4	3
19	3	4	4	3	3	3	4
20	5	4	4	4	4	5	5
21	5	4	4	5	5	4	4
22	4	5	4	4	4	5	4
23	4	4	4	4	4	4	5
24	4	5	5	5	5	5	5
25	5	4	4	4	4	4	5
26	4	4	4	4	4	4	4
27	5	4	5	5	4	5	5
28	4	4	4	4	4	4	4
29	4	5	5	5	4	4	4
30	5	5	4	5	5	4	4
31	5	5	5	5	5	5	5
32	4	5	4	4	5	4	5
33	4	5	5	5	4	4	4
34	4	5	4	5	4	4	3
35	4	4	4	5	4	4	4
36	4	4	4	4	4	5	4
37	4	4	4	4	5	4	4
38	4	4	4	5	3	5	4
39	4	4	4	4	4	4	4
40	4	4	4	4	4	4	4
41	4	5	4	4	4	5	5

42	4	5	5	5	4	5	4
43	4	4	4	4	4	4	5
44	4	4	4	4	4	5	5
45	4	4	4	4	4	4	4
46	4	4	4	4	4	5	4
47	4	4	4	4	5	4	5
48	5	4	5	5	5	4	4
49	5	4	4	5	5	5	4
50	4	4	5	5	4	5	4
51	4	4	4	4	4	5	5
52	4	4	4	4	5	4	4
53	5	4	4	4	4	4	4
54	4	4	4	4	4	4	4
55	4	4	4	5	4	4	5
56	4	4	4	4	4	4	4
57	5	5	5	5	4	4	5
58	5	4	4	4	4	4	4
59	4	5	4	5	5	5	4
60	5	5	4	4	5	5	4
61	4	4	5	5	4	5	5
62	4	4	4	5	4	5	4
63	4	5	5	4	5	4	4
64	4	4	4	4	4	3	4
65	3	3	3	3	3	5	3
66	4	4	5	4	5	5	4
67	5	5	5	5	5	4	4
68	4	5	4	4	4	5	4
69	4	4	4	4	4	4	5

70	4	5	5	5	5	5	5
71	5	4	4	4	4	4	5
72	4	4	4	4	4	4	4
73	5	4	5	5	4	5	5
74	4	4	4	4	4	4	4
75	4	5	5	5	4	4	4
76	5	5	4	5	5	4	4
77	5	5	5	5	5	5	5
78	4	5	4	4	5	4	5
79	4	5	5	5	4	4	4
80	4	4	4	4	4	4	4
81	4	4	4	4	4	4	4
82	4	5	4	4	4	5	5
83	4	5	5	5	4	5	4
84	4	4	4	4	4	4	5
85	4	4	4	4	4	5	5
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87	4	4	4	4	4	5	4
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90	5	4	4	5	5	5	4
91	5	5	5	5	4	5	4
92	4	4	4	4	4	5	5
93	4	4	4	4	5	4	4
94	5	4	4	4	4	4	4
95	4	4	4	4	4	4	4
96	4	4	4	5	4	4	5
97	4	4	4	4	4	4	4

98	4	4	4	5	4	4	4
99	4	4	4	4	4	5	4
100	4	4	4	4	5	4	4
101	4	4	4	5	3	5	4
102	4	4	4	4	4	4	4
103	2	2	2	2	2	2	2
104	4	5	4	4	4	5	5
105	4	5	5	5	4	5	4
106	4	4	4	4	4	4	5
107	4	4	4	4	4	5	5
108	4	4	4	4	4	4	4
109	4	4	4	4	4	5	4
110	4	4	4	4	5	4	5
111	5	4	5	5	5	4	4
112	5	4	4	5	5	5	4
113	4	4	5	5	4	5	4
114	4	4	4	4	4	5	5

No	Y1.1	Y1.2	Y1.3	Y1.4	Y1.5	Y1.6	Y1.7	Y1.8	Y1.9	Y1.10
1	4	4	5	5	5	5	5	5	5	4
2	5	4	5	4	5	4	5	5	4	4
3	5	5	4	5	4	5	5	4	5	5
4	5	4	5	5	5	4	5	4	5	5
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6	4	4	4	4	4	5	4	5	5	5
7	5	5	5	5	5	5	4	4	4	4
8	4	4	4	4	4	4	4	4	4	4
9	5	5	5	5	4	5	5	4	5	5
10	3	3	4	4	4	4	4	4	4	4
11	5	5	5	4	5	5	4	5	4	5
12	5	4	5	4	5	4	5	4	5	4
13	5	4	4	4	4	5	4	5	5	5

14	4	4	4	5	5	5	4	4	3	4
15	5	4	5	5	5	4	5	4	4	4
16	4	4	4	4	4	4	4	5	4	5
17	5	5	5	5	5	4	5	5	5	5
18	5	5	4	4	4	4	4	5	4	5
19	4	4	4	5	4	4	4	4	4	4
20	5	5	5	5	4	4	4	4	5	4
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23	5	5	5	5	4	4	4	5	4	4
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25	4	5	4	4	5	4	5	4	4	5
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29	4	4	4	4	4	4	4	4	4	4
30	5	5	5	5	5	5	5	5	4	5
31	5	5	5	5	5	5	5	5	5	5
32	4	5	4	5	5	5	5	5	4	4
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34	4	4	4	5	5	4	4	5	5	4
35	4	4	5	4	5	4	4	4	5	5
36	4	4	4	4	4	5	4	4	4	4
37	4	4	4	4	5	4	4	5	4	4
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39	4	4	4	4	4	4	4	4	4	4
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41	5	5	4	5	4	5	4	5	4	4
42	5	4	4	5	4	4	4	4	5	4
43	5	4	4	4	4	4	4	4	5	5
44	5	5	4	4	4	4	5	4	4	4
45	5	5	5	4	4	4	5	4	4	4
46	5	4	5	4	4	4	5	4	4	5
47	4	5	4	5	4	4	4	4	5	4
48	5	5	4	5	5	4	4	4	4	4
49	4	4	4	4	5	5	5	5	5	4
50	5	5	5	5	5	4	4	4	4	4
51	5	5	5	5	5	5	4	5	4	4
52	4	4	5	5	5	4	5	5	4	5
53	4	4	4	4	5	4	4	4	5	4
54	4	4	5	5	5	4	4	4	4	5

55	4	5	5	5	5	4	5	4	5	5
56	5	4	4	4	4	4	4	4	4	4
57	4	4	5	5	4	5	5	5	5	4
58	4	4	4	4	5	5	4	4	4	4
59	4	4	4	4	5	4	4	5	5	5
60	5	4	4	4	4	4	5	5	5	4
61	4	5	5	5	5	5	4	4	5	4
62	4	4	5	5	4	4	4	5	5	5
63	5	4	4	4	5	5	5	4	4	4
64	4	4	3	4	4	4	4	4	4	4
65	5	5	5	5	5	5	5	5	5	5
66	4	4	5	4	4	5	4	5	4	5
67	5	5	4	4	5	4	4	5	4	4
68	4	4	5	4	4	4	5	4	5	4
69	5	5	5	5	4	4	4	5	4	4
70	4	4	4	4	5	5	4	5	5	4
71	4	5	4	4	5	4	5	4	4	5
72	4	4	4	4	5	4	5	4	5	4
73	4	5	5	5	4	4	5	4	5	4
74	4	4	4	5	4	4	5	4	4	4
75	4	4	4	4	4	4	4	4	4	4
76	5	5	5	5	5	5	5	5	4	5
77	5	5	5	5	5	5	5	5	5	5
78	4	5	4	5	5	5	5	5	4	4
79	5	4	5	4	4	5	4	4	4	5
80	4	4	4	4	4	4	4	4	4	4
81	4	4	4	4	4	4	4	4	4	4
82	5	5	4	5	4	5	4	5	4	4
83	5	4	4	5	4	4	4	4	5	4
84	5	4	4	4	4	4	4	4	5	5
85	5	5	4	4	4	4	5	4	4	4
86	5	5	5	4	4	4	5	4	4	4
87	5	4	5	4	4	4	5	4	4	5
88	4	5	4	5	4	4	4	4	5	4
89	5	5	4	5	5	4	4	4	4	4
90	4	4	4	4	5	5	5	5	5	4
91	5	5	5	5	5	4	4	4	4	4
92	5	5	5	5	5	5	4	5	4	4
93	4	4	5	5	5	4	5	5	4	5
94	4	4	4	4	5	4	4	4	5	4
95	4	4	5	5	5	4	4	4	4	5

96	4	5	5	5	5	4	5	4	5	5
97	5	4	4	4	4	4	4	4	4	4
98	4	4	5	4	5	4	4	4	5	5
99	4	4	4	4	4	5	4	4	4	4
100	4	4	4	4	5	4	4	5	4	4
101	4	3	5	4	5	5	5	5	5	4
102	4	4	4	4	4	4	4	4	4	4
103	2	2	2	2	2	2	2	2	2	2
104	5	5	4	5	4	5	4	5	4	4
105	5	4	4	5	4	4	4	4	5	4
106	5	4	4	4	4	4	4	4	5	5
107	5	5	4	4	4	4	5	4	4	4
108	5	5	5	4	4	4	5	4	4	4
109	5	4	5	4	4	4	5	4	4	5
110	4	5	4	5	4	4	4	4	5	4
111	5	5	4	5	5	4	4	4	4	4
112	4	4	4	4	5	5	5	5	5	4
113	5	5	5	5	5	4	4	4	4	4
114	5	5	5	5	5	5	4	5	4	4

Appendix 3

Validity and Reliability Test

Correlation

		X1.1	X1.2	X1.3	X1.4	X1.5	X1.6	Tot
X1.1	Pearson Correlation	1	.533**	.300**	.294**	.432**	.347**	.659**
	Sig. (2-tailed)		.000	.001	.002	.000	.000	.000
	N	114	114	114	114	114	114	114
X1.2	Pearson Correlation	.533**	1	.562**	.614**	.451**	.437**	.813**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	114	114	114	114	114	114	114
X1.3	Pearson Correlation	.300**	.562**	1	.653**	.659**	.392**	.795**
	Sig. (2-tailed)	.001	.000		.000	.000	.000	.000
	N	114	114	114	114	114	114	114
X1.4	Pearson Correlation	.294**	.614**	.653**	1	.586**	.263**	.757**
	Sig. (2-tailed)	.002	.000	.000		.000	.005	.000
	N	114	114	114	114	114	114	114
X1.5	Pearson Correlation	.432**	.451**	.659**	.586**	1	.398**	.779**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	114	114	114	114	114	114	114
X1.6	Pearson Correlation	.347**	.437**	.392**	.263**	.398**	1	.650**
	Sig. (2-tailed)	.000	.000	.000	.005	.000		.000
	N	114	114	114	114	114	114	114
Tot	Pearson Correlation	.659**	.813**	.795**	.757**	.779**	.650**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	114	114	114	114	114	114	114

**. Correlation is significant at the 0.01 level (2-tailed).

Reliability

Scale: All Variables

Case Processing Summary

		N	%
Cases	Valid	114	100.0
	Excluded[a]	0	.0
	Total	114	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability statistics

Cronbach's Alpha	N of Items
.834	6

Correlation

		X2.1	X2.2	X2.3	X2.4	X2.5	Tot
X2.1	Pearson Correlation	1	.621**	.398**	.002	.481**	.676**
	Sig. (2-tailed)		.000	.000	.985	.000	.000
	N	114	114	114	114	114	114
X2.2	Pearson Correlation	.621**	1	.504**	.100	.538**	.746**
	Sig. (2-tailed)	.000		.000	.291	.000	.000
	N	114	114	114	114	114	114
X2.3	Pearson Correlation	.398**	.504**	1	.350**	.451**	.745**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	114	114	114	114	114	114
X2.4	Pearson Correlation	.002	.100	.350**	1	.460**	.588**
	Sig. (2-tailed)	.985	.291	.000		.000	.000
	N	114	114	114	114	114	114
X2.5	Pearson Correlation	.481**	.538**	.451**	.460**	1	.817**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	114	114	114	114	114	114
Tot	Pearson Correlation	.676**	.746**	.745**	.588**	.817**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	114	114	114	114	114	114

**. Correlation is significant at the 0.01 level (2-tailed).

Reliability

Scale: All Variables

Case Processing Summary

		N	%
Cases	Valid	114	100.0
	Excluded[a]	0	.0
	Total	114	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistic

Cronbach's Alpha	N of Items
.740	5

Correlation

		X3.1	X3.2	X3.3	X3.4	X3.5	X3.6	X3.7	Tot
X3.1	Pearson Correlation	1	.379**	.421**	.541**	.531**	.289**	.287**	.716**
	Sig. (2-tailed)		.000	.000	.000	.000	.002	.002	.000
	N	114	114	114	114	114	114	114	114
X3.2	Pearson Correlation	.379**	1	.584**	.586**	.475**	.331**	.225*	.742**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.016	.000
	N	114	114	114	114	114	114	114	114
X3.3	Pearson Correlation	.421**	.584**	1	.707**	.427**	.298**	.152	.740**
	Sig. (2-tailed)	.000	.000		.000	.000	.001	.108	.000
	N	114	114	114	114	114	114	114	114
X3.4	Pearson Correlation	.541**	.586**	.707**	1	.456**	.389**	.130	.793**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.167	.000
	N	114	114	114	114	114	114	114	114
X3.5	Pearson Correlation	.531**	.475**	.427**	.456**	1	.166	.244**	.687**
	Sig. (2-tailed)	.000	.000	.000	.000		.078	.009	.000
	N	114	114	114	114	114	114	114	114
X3.6	Pearson Correlation	.289**	.331**	.298**	.389**	.166	1	.335**	.597**
	Sig. (2-tailed)	.002	.000	.001	.000	.078		.000	.000
	N	114	114	114	114	114	114	114	114
X3.7	Pearson Correlation	.287**	.225*	.152	.130	.244**	.335**	1	.509**
	Sig. (2-tailed)	.002	.016	.108	.167	.009	.000		.000
	N	114	114	114	114	114	114	114	114
Tot	Pearson Correlation	.716**	.742**	.740**	.793**	.687**	.597**	.509**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	114	114	114	114	114	114	114	114

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Reliability

Scale: All Variables

Case Processing Summary

		N	%
Cases	Valid	114	100.0
	Excluded^a	0	.0
	Total	114	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.806	7

Correlation

		Tot
Y1.1	Pearson Correlation	.568*
	Sig. (2-tailed)	.000
	N	114
Y1.2	Pearson Correlation	.594*
	Sig. (2-tailed)	.000
	N	114
Y1.3	Pearson Correlation	.701*
	Sig. (2-tailed)	.000
	N	114
Y1.4	Pearson Correlation	.634*
	Sig. (2-tailed)	.000
	N	114
Y1.5	Pearson Correlation	.609*
	Sig. (2-tailed)	.000
	N	114
Y1.6	Pearson Correlation	.596*
	Sig. (2-tailed)	.000
	N	114
Y1.7	Pearson Correlation	.582*
	Sig. (2-tailed)	.000
	N	114
Y1.8	Pearson Correlation	.610*
	Sig. (2-tailed)	.000
	N	114
Y1.9	Pearson Correlation	.479*
	Sig. (2-tailed)	.000
	N	114
Y1.10	Pearson Correlation	.570*
	Sig. (2-tailed)	.000
	N	114
Tot	Pearson Correlation	1
	Sig. (2-tailed)	
	N	114

Reliability

Scale: All Variables

Case Processing Summary

		N	%
Cases	Valid	114	100.0
	Excluded[a]	0	.0
	Total	114	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistic

Cronbach's Alpha	N of Items
.796	10

Appendix 4

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	training, selection, recruitment^b	.	Enter

a. Dependent Variable: Y

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728^a	.531	.518	.22560

a. Predictors: (Constant), X3, X2, X1

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.326	3	2.109	41.432	.000^b
	Residual	5.599	110	.051		
	Total	11.925	113			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.640	.251		6.522	.000
	X1	.254	.068	.350	3.768	.000
	X2	.129	.060	.184	2.137	.035
	X3	.258	.080	.301	3.227	.002

a. Dependent Variable: Y

Appendix 5

Classical Assumption

Normality Test of Kolmogorov Test

One-Sample Kolmogorov-Smirnov Test

		Standardized Residual
N		114
Normal Parameters[a,b]	Mean	0E-7
	Std. Deviation	.98663637
Most Extreme Differences	Absolute	.064
	Positive	.061
	Negative	-.064
Kolmogorov-Smirnov Z		.683
Asymp. Sig. (2-tailed)		.740

a. Test distribution is Normal.

b. Calculated from data.

Multicollinearity Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.640	.251		6.522	.000
	X1	.254	.068	.350	3.768	.000
	X2	.129	.060	.184	2.137	.035
	X3	.258	.080	.301	3.227	.002

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	X1	.495	2.022
	X2	.577	1.732
	X3	.489	2.043

a. Dependent Variable: Y

Heteroskedastisitas Test

Scatterplot
Dependent Variable: Y
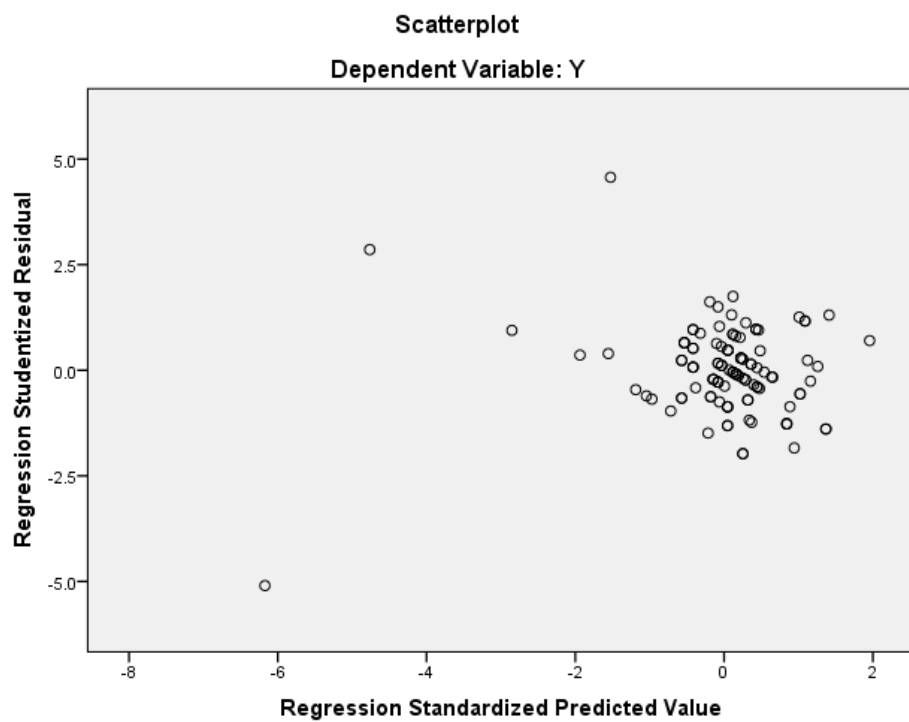
Appendix 6

Permission Letter

citradream

SURAT KETERANGAN
JA/yd/005/out-Agus/2018/SK

Yang bertanda tangan di bawah ini :

Nama : Suyadi
Jabatan : General Affair Officer Hotel Citradream Yogyakarta

Menerangkan bahwa :

Nama : Adams Asyhari
NIM : 14311597
Universitas Islam Indonesia
Fakultas Ekonomi / Managemen International Program

Dengan ini, Ciputra Royalemeriti (Hotel Citradream Yogyakarta) menerangkan bahwa nama tersebut di atas , telah kami perkenankan untuk mengajukan Kuesioner Penelitian yang akan diisi oleh karyawan di Hotel kami.

Demikian surat keterangan dibuat untuk dipergunakan sebagaimana mestinya.

Yogyakarta, 03 Agustusi 2018

Dibuat oleh :

citradream

Suyadi
General Affair Officer (HRD)

Nomor : No. 006/YSHG/HRD/VII/2018

Perihal : Surat Balasan Penelitian

Kepada Yth
Ketua Jurusan Bisnis dan Ekonomi Universitas Islam Indonesia
Di Tempat

Dengan hormat,
Yang bertanda tangan di bawah ini :

Nama : Tri Praya Andayani
Jabatan : General Affair

Menerangkan bahwa :

Nama : Adams Asyhari
NIM : 14311597
Jurusan : Bisnis dan Ekonomi Program Internasional
Universitas : Universitas Islam Indonesia

Telah kami setujui untuk memperoleh data melalui kuesioner yang disebarkan di Yellow star Hotel Gejayan Yogyakarta dengan permasalahan dan judul :

" The Influence of Recruitment, Selection, and Training Toward employee Performance"

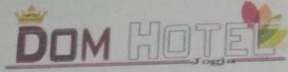Demikian surat ini kami sampaikan, dan atas kerjasamanya kami ucapkan terima kasih.

Yogyakarta, 18 Juli 2018

Hormat kami,

YELLOW STAR
HOTEL GEJAYAN

Tri Praya Andayani
General Affair

DOM HOTEL Jogja

SURAT KETERANGAN

PERNAH MENGISI KUISIONER

Saya yang bertandatangan dibawah ini :

Nama   : BUDI ANJARWANTO

Jabatan   : General Manager – Dom Hotel Jogja

Alamat   : Jl. Kaliurang km. 8.6 Dayu Sleman Yogyakarta

Dengan ini menyatakan bahwa nama dibahwa ini :

Nama   : Adams Asyhari

Alamat   : Jl. Asem Gede Assalam Utama RT 06/RW 07 No.4

                          Condongcatur Depok Sleman Yogyakarta

No. Mahasiswa   : 14311597

Program Studi   : Manajemen (Program Internasional)

                          Universitas Islam Indonesia

Telah benar – benar melakukan/mengambil data kuisioneri di Dom Hotel Jogja.

Demikian surat keterangan ini saya buat dengan sebenar – benarnya dan dipergunakan sebagaimana mestinya.

Sleman, 31 Juli 2018

Yang membuat Surat Keterangan,

Budi Anjarwanto

General Manager