

THE INFLUENCE OF RECRUITMETN, SELECTION, AND TRAINING 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*

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 ($p < 0.05$) membuktikan 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*

1. Background of the 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.

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

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. 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.

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.

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. 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.

2. Literature Review

2.1 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.

2.2 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.

2.3 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.

2.4 Employee 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.

2.5 Hypothesis Testing

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. 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

3. Research Methodology

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 sample are 120 respondents and 114 respondents were willing to participate in the questionnaire. 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. The secondary data in this research will be collected from Badan Pusat Statistik Yogyakarta official website to gain information about the hotel in Yogyakarta.

3.1 Data Analysis

Validity and Reliability test will be conducted in this research. Validity test will be used by the researcher to find out the extent to which the measuring instrument precision and accuracy in performing the functions of measurement. In addition, reliability test will be used by the researcher to measure the stability and consistency of the instrument.

3.2 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.

a. Normality Data

The purpose of normality data test is to assess the distribution of data in a group of data or variable whether it is normally distributed or not. The researcher will use Kolmogorov-Smirnov with significant value of $\alpha = 0.05$. If $\alpha < 0.05$, it means data distribution is not normal and If $\alpha > 0.05$, it means data distribution is normal.

b. Multicollinearity Test

The purpose of multicollinearity test is to testing whether there is correlation among independent variables or not. 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.

c. Heteroscedasticity Test

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

3.3 Hypothesis Testing

Multiple linier regressions were used to determine the direction of the influence and direction of independent variable (X) to the dependent variable (Y). 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.

4. Data Analysis and Discussion

4.1 Validity and Reliability test

Indicators	P value	Cronbach's Alpha	Minimal Score	Status
Recruitment		0.834	0.6	Reliable
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		0.740	0.6	Reliable
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		0.806	0.6	Reliable
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		0.796	0.6	Reliable
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 above 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.

The next data quality test conducted in this research is reliability test. 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.

4.2 Classical Assumption Test

a. Normality Test

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

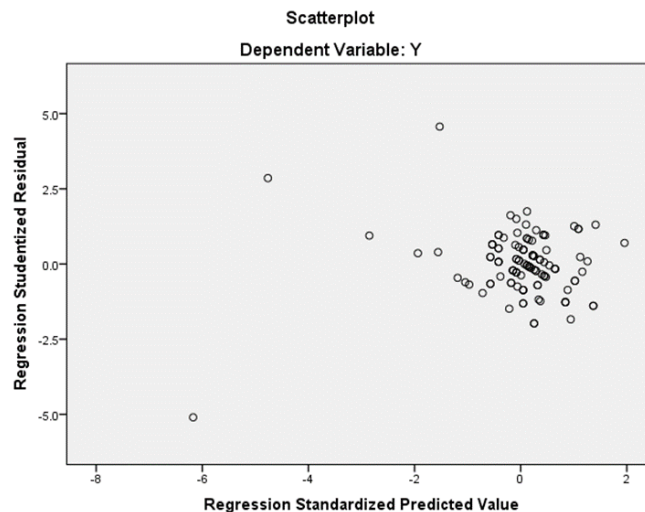
Table above show that the result of normality test using Kolmogorov-Smirnov is 0.740. By comparing the significant value of $\alpha = 0.05$ it can be concluded that 0.740 is greater than the significant value ($\alpha = 0.05$). So, it is categorized as normal.

b. Multicollinearity Test

Variables	Tolerance Value	VIF	Explanation
Recruitment	0.495	2.022	No Multiocollinearity
Selection	0.577	1.732	No Multiocollinearity
Training	0.489	2.043	No Multiocollinearity

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.

c. Heteroscedasticity Test



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.

4.3 Hypothesis Testing

Variables	Coefficient Regression (B)	<i>t</i>	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

4.5 Discussion and Research Findings

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 $\alpha = 0.05$. Therefore, from the hypothesis testing result, H_0 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.

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. Therefore, the hypothesis testing result shows that H_0 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.

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. Therefore, the hypothesis testing result H_0 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.

5. Conclusion and Recommendation

5.1 Conclusions

From the data analysis that has been conducted previously, it has been proven by that all of independent variables (recruitment, selection and training) are positively influence toward the only dependent variables which is employee performance in hotel industry at Yogyakarta.

5.2 Recommendations

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

- 1) 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:

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

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