



The Influence Of The Recruitment And Selection Process On Competence Mediated By Employee Work Quality At PT Arjuna Sejahtera Bersama

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ABSTRACT

This study aims to determine The Influence Of The Recruitment And Selection Process On Competence Mediated By Employee Work Quality at PT Arjuna Sejahtera Bersama. Respondents of this study were 70 respondents and this study used a quantitative approach with the SmartPLS 3.0 data processing application. The results of this study found that 1. Recruitment Process has no significant effect on competence, 2. Selection process has a significant effect on competence, 3. Recruitment Process has no significant effect on employee work quality, 4. Selection process has a significant effect on employee work quality, 5. Competence has a significant effect on employee work quality.

INTRODUCTION

To be able to survive and win the increasingly tight and fierce competition today, organizations are required to have a competitive advantage. One of the factors that can be used by organizations in creating competitive advantage is the excellence of quality Human Resources (HR) that can contribute to organizations in the era of globalization. Improving the quality of employee work is very urgent and needs to be done in a planned, directed, and sustainable manner in order to improve the ability and professionalism to improve organizational goals. The data regarding the quality of employees at PT Arjuna Sejahtera Bersama is as follows:

Table 1 Pre-Survey Data Of 20 Employees Regarding The Quality Of Work Of PT Arjuna Sejahtera Bersama

No.	Statements	Answer (%)		employee count	Target in %
		Yes	No		
1.	The work done is in line with my abilities.	14	6	20	100
		70%	30%		
2.	My leader always gives me praise if I carry out work tasks with satisfactory results.	4	16	20	100
		20%	80%		
3.	The ability of a person to handle a job.	5	15	20	100
		25%	75%		

Source: Author, 2024.

It can be seen from the table above, that in statement 2 "My leader always gives praise if I carry out work tasks with satisfactory results" and statement 3 "The ability of a person to handle a job." has not met expectations so that the problem is more attention from management. A quality employee can be seen from whether or not the employee is successful in completing his job. According to (Puspitasari, 2019), improving the quality of human resources and productivity is the key to overcoming HR problems in Indonesia. In HR management, to be able to obtain quality human resources who have work productivity, it is necessary to attract workers (recruitment), selection, and placement of workers in order to achieve organizational goals. The quality of employee work in the organization is greatly influenced by various factors, one of which is the recruitment process.

Recruitment is carried out by the organization to add employees in the organization, this is done because the organization continues to grow, so new employees are needed to be able to keep up with the developments made by the organization. Thus, selection is also very important for the organization, because the selection process is a series of activity steps used to decide which candidates (prospective employees) can be placed appropriately.

One of the obstacles in recruitment experienced by company is that if there are more and more labor offers, there are more and more serious applicants to register, but all applicants who apply do not necessarily meet the company's requirements, but the company needs employees immediately to fulfill vacant positions so that the company immediately chooses applicants who match the company's criteria.

Table 2 Placement Data at PT Arjuna Sejahtera Bersama 2016-2020

Year	Applicants	Placement				Total	Percentage (%)
		Engineer	Sales	CS	Admin		
2016	51	5	13	2	0	23	45%
2017	65	6	12	7	0	25	38%
2018	71	10	18	4	2	34	48%
2019	77	7	19	5	3	34	44%
2020	49	2	12	0	4	18	36%

Looking at the table above, the phenomenon obtained is that the placement that occurred in 2020 placed many applicants in the sales department which aims to encourage motorcycle sales due to the covid-19 pandemic to increase sales results in 2020. The recruitment process affects employee placement, if the recruitment process is not in accordance with the company's provisions in each section, it will affect placement in the company. Therefore, the placement process must be adjusted to the abilities of the applicants so that a selection process is needed. The selection process is the first step for an organization to be able to obtain an outstanding and qualified workforce, so that it can support the achievement of organizational goals properly.

Through this selection, it is hoped that it can provide correct information about the abilities and expertise of the prospective workers it recruits.

To get qualified employees, every organization runs the right prospective employee recruitment system. Nowadays, competition in getting a job is getting tougher, there are fewer jobs available and many people need jobs. The organization's employee recruitment process must be very strict and selective in the selection of prospective new employees. Organizations have tasks where they must select employees according to the requirements and expertise of these employees. Given the recruitment and selection process for organizations is very important to support the success of the organization in achieving goals. With selective selection and recruitment will provide value from the organization. The quality of the organization will also improve better with competent and qualified employees.

LITERATURE REVIEW

Recruitment

According to (Supomo & Nurhayati, 2018) recruitment is the process of searching for and attracting prospective employees (applicants) who are able to apply as employees. Meanwhile, (Sutrisno, 2019) said that recruitment is a process of searching, procuring, finding, and attracting applicants to be employed in an organization. (Badriyah, 2019) suggests that the recruitment process can be carried out using two theories or approaches, as follows:

1. "Search" Recruitment Theory : recruitment can be done as a one-way process by which companies search for prospective employees.
2. "Pair" Recruitment Theory : both prospective employees and managers are looking for organizations, just as organizations are looking for them.

In addition, the recruitment indicators used in this study are as follows :

1. Sourcing Process : the process of obtaining applicants in accordance with existing needs, through available sources. The method uses internal resourcing and external resourcing. There are various ways to attract applicants, such as direct mail, job fairs, advertisements, head hunters, professional associations and so on.
2. Selection Process : process of filtering applicants into candidates according to existing (selection) criteria. The method used can be in the form of: Psychological Test/Psychometry, Psychology Interview, Technical Test, Managerial Skill Test, and so on.
3. User Process : the process of finding the right person to fit the available position, obtained among the candidates who have passed the selection process. The stages that are usually performed are: Interview by direct user (manager) and indirect user (director), Medical check up, Sign contact & administration, New employee orientation.

Selection Process

According to (Rambi, Lengkong, & Jorie, 2019), selection is a process where prospective employees are selected according to their qualifications and in accordance with what is needed to fill job vacancies in the company. Besides of that, according to (Hasibuan, 2019) selection is the first effort a company must make to obtain qualified and competent employees who will serve and do all the work in the company. Selection is an activity in human resource management that is carried out after the selection recruitment process is carried out (Manullang, 2019). The selection method according to (Badriyah, 2019) are as follows :

1. Interview : conducted to find out more about the applicant relating to his vision, mission, goals and expectations of choosing to work in the company concerned.
2. Reference checks : important to see how far the applicant's abilities are seen from the views of other people who have been in contact with him. These references can be used as preliminary information.

3. Curriculum Vitae Information : the company can find out the applicant's data very easily, in fact, there are those who only know the curriculum vitae, the company accepts or does not accept the applicant concerned.
4. Physical Ability Test : a test that has a high level of reliability because a person's body is unlikely to lie about its own condition.
5. Cognitive Ability Test : consists of three tests, namely verbal ability test, quantitative ability test, and argumentative ability test.
6. Personality test : is conducted to see the applicant's personality and whether he/she is suitable for the job offered.
7. The work test : is conducted to see the applicant's response to the job offered. This test for work is done by making a simulation of the work offered.
8. The honesty test : is a rather rare test conducted by companies. However, honesty tests can be conducted using the paper and pencil honesty test approach.

Employee Work Quality

According to (Delano, Fajar, & Deviani, 2019), the quality of human resources is the ability of human resources to carry out the duties and responsibilities assigned to them with adequate education, training and experience. (Kapoh, 2020) state that work quality refers to the quality of human resources, while the quality of human resources itself refers to knowledge, skills, and abilities. According to (Priansa, 2019) employee work quality can be measured by two dimensions seen from education and training, the following can be explained:

1. Education : there are two main levels that need attention in education, organizational managers and operational personnel. Education deals with increasing general knowledge and understanding of the entire work environment.
2. Training : is the systematic process of changing a person's behavior to achieve organizational goals. Training is related to the skills and abilities to do the job.
3. Experience : experience is the process of forming knowledge or skills about the methods of a job due to the employee's involvement in the performance of job duties.

Competence

According to (Emron, Anwar, & Komariyah, 2020) Competence is the ability of an individual to carry out a job correctly and has an advantage that is based on matters relating to knowledge, skill, and attitude. Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job (Wibowo 2014 in Putra, Suryani, & Widyawati, 2021). According to (Kunandar, 2014 in Prawiro, 2019), competencies can be divided into 5 (five) parts, namely:

1. Intellectual competence : the various sets of knowledge that exist in individuals that are needed to support performance.
2. Physical Competence : the set of physical abilities required for task execution.
3. Personal competence : which is a set of behaviors related to an individual's ability to realize self, self-transformation, self-identity and self-understanding.
4. Social Competence : a certain set of behaviors that are the basis of self-understanding as an integral part of the social environment.
5. Spiritual Competence : which is the understanding, appreciation and practice of religious rules.

METHODS

This research has a quantitative approach, descriptive and associative types. According to (Sugiyono, 2019) "Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research on certain populations or samples, sampling

techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative or statistical with the aim of testing hypotheses that have been developed. The population in this study were all employees of PT Arjuna Sejahtera Bersama, totaling 70 people. In this study, the sampling technique used saturated sampling or also called total sampling. According to Sugiyono (2019: 83) Saturated sampling or census is a sampling technique when all employees of the population are used as samples. The sample in this study amounted to 70 samples.

RESULTS

Validity Test

Table 3. Validity Testing

Variable	Indicator	Loading Factor
Recruitment	X1.1	0.966
	X1.2	0.860
	X1.3	0.895
	X1.4	0.889
	X1.5	0.932
	X1.6	0.944
	X1.7	0.955
	X1.8	0.860
Selection	X2.1	0.983
	X2.2	0.978
	X2.3	0.754
	X2.4	0.979
Competence	Y.1	0.836
	Y.2	0.867
	Y.3	0.889
	Y.4	0.842
	Y.5	0.934
	Y.6	0.931
	Y.7	0.772
	Y.8	0.865
Employee Work Quality	Z.1	0.847
	Z.2	0.845
	Z.3	0.771
	Z.4	0.760
	Z.5	0.818
	Z.6	0.728

Based on the table above, it can be seen that all indicators that measure the variables of Recruitment Process, Selection, Competence, and Employee Work Quality have a loading factor value greater than 0.6. Thus the indicator is declared valid in measuring the variables of Recruitment Process, Selection, Competence, and Employee Work Quality.

Reliability Test

Table 4. Reliability Testing

	Cronbach's Alpha	Composite Reliability
Recruitment (X1)	0.973	0.976
Selection (X2)	0.944	0.961
Competence (Y)	0.953	0.961
Employee Work Quality (Z)	0.884	0.912

Based on the table above, it can be seen that the composite reliability value on the Recruitment Process, Selection, Competence, and Employee Work Quality variables is greater than 0.7. Thus, based on the calculation of composite reliability, all indicators that measure the variables of Recruitment Process, Selection, Competence, and Employee Work Quality are declared reliable. Furthermore, the Cronbach Alpha value on the Recruitment Process, Selection, Competence, and Employee Work Quality variables is greater than 0.6. Thus, based on the calculation of Cronbach Alpha, all indicators that measure the variables of Recruitment Process, Selection, Competence, and Employee Work Quality are declared reliable.

Path Coefficient Results

Table 5. Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Employee Work Quality (Z) -> Competence (Y)	0.695	0.703	0.105	6.625	0.000
Recruitment (X1) -> Competence (Y)	0.053	0.056	0.103	0.518	0.605
Recruitment (X1) -> Employee Work Quality (Z)	-0.145	-0.135	0.158	0.919	0.359
Selection(X2) -> Competence (Y)	-0.160	-0.163	0.075	2.130	0.034
Selection (X2) -> Employee Work Quality (Z)	0.283	0.285	0.103	2.746	0.006
Recruitment (X1) -> Employee Work Quality (Z) -> Competence (Y)	-0.101	-0.094	0.115	0.874	0.383
Selection (X2) -> Employee Work Quality (Z) -> Competence (Y)	0.197	0.200	0.079	2.505	0.013

Source: Primary data processed, 2024

DISCUSSION

1. The effect of Recruitment (X1) on Competence (Y), produces an original sample value of 0.053 with a statistical T value of 0.518 and P Values of 0.605 or greater than the α value

- (0.605>0.05). It can be concluded that H₀ is accepted and H_a is rejected, meaning that there is no effect of recruitment on competence. This is not in line with research (Noor, 2019) which states that there is a significant correlation related to the improvement of competence as the impact of implementation of selective recruitment process but this is line with research (Sitepu & Saragih, 2021) which states that recruitment has not had a positive effect on competence.
2. The effect of Selection (X₂) on Competence (Y), produces an original sample value of -0.160 with a statistical T value of 2.130 and P Values of 0.034 or smaller than the α value (0.034<0.05). It can be concluded that H₀ is rejected and H_a is accepted, meaning that there is an effect of selection on competence. This is in line with research (Priatama, 2020) which states that there is an influence of educational background and selection on the competence of field workers.
 3. The effect of Employee Work Quality (Z) on Competence (Y), produces an original sample value of 0.695 with a statistical T value of 6.625 and P Values of 0.000 or smaller than the α value (0.000<0.05). It can be concluded that H₀ is rejected and H_a is accepted, meaning that there is an effect of employee work quality on competence.
 4. The effect of Recruitment (X₁) on Employee Work Quality (Z), produces an original sample value of -0.145 with a statistical T value of 0.919 and P Values of 0.359 or greater than the α value (0.359>0.05). It can be concluded that H₀ is accepted and H_a is rejected, meaning that there is no effect of recruitment on employee work quality. This is not in line with research (Cascio, 2018) which states that an effective recruitment process can contribute to improved employee work quality.
 5. The effect of Selection (X₂) on Employee Work Quality (Z), produces an original sample value of -0.145 with a statistical T value of 0.919 and P Values of 0.359 or greater than the α value (0.359>0.05). It can be concluded that H₀ is accepted and H_a is rejected, meaning that there is no effect of recruitment on employee work quality. This is not in line with research (Cascio, 2018) which states that an effective recruitment process can contribute to improved employee work quality. Selection has a significant influence on employee work quality because it can improve employee competence, increase productivity, reduce turnover, and support career development (Dessler, 2019).
 6. The effect of Recruitment (X₁) on Competence (Y) mediated by Employee Work Quality (Z), produces an original sample value of -0.101 with a statistical T value of 0.874 and P Values of 0.383 or greater than the α value (0.383>0.05). It can be concluded that H₀ is accepted and H_a is rejected, meaning that there is no effect of recruitment on competence mediated by employee work quality. This is in line with research (Sitepu & Saragih, 2021) which states that recruitment has not had a positive effect on competence and in line with (Rasyid, Ilyas, & Azis, 2018) which states that the mediating effect of work quality produces relatively weak results compared to the direct effect.
 7. The effect of Selection (X₂) on Competence (Y) mediated by Employee Work Quality (Z), produces an original sample value of 0.197 with a statistical T value of 2.505 and P Values of 0.013 or smaller than the α value (0.013<0.05). It can be concluded that H₀ is rejected and H_a is accepted, meaning that there is an effect of selection on competence mediated by employee work quality. This is in line with research (Hutamto, 2023) which states that selection has a positive effect on competence and in line with (Rasyid et al., 2018) which

states that the mediating effect of work quality produces relatively weak results compared to the direct effect.

CONCLUSION

Based on the description and discussion of the research results on The Influence Of The Recruitment And Selection Process On Competence Mediated By Employee Work Quality At PT Arjuna Sejahtera Bersama, the researcher can conclude as follows :

1. There is no positive and significant effect of the recruitment process on competence.
2. There is a positive and significant effect of selection on competence.
3. There is a positive effect of employee work quality on competence.
4. There is no effect of recruitment on employee work quality.
5. There is no effect of recruitment on employee work quality.
6. There is no positive significant effect of the Recruitment Process on Employee Work Quality.
7. There is no effect of recruitment on competence mediated by employee work quality.
8. There is an effect of selection on competence mediated by employee work quality.

SUGGESTION

1. Based on the results of research on the Recruitment Process variable, the indicator "Psychological Interview" with the lowest average value of 3.41. So the suggestion for the management of PT Arjuna Sejahtera Bersama has a deep understanding of the purpose of psychological interviews and relevant evaluation criteria. They must be equipped with sufficient knowledge and skills to accurately interpret candidate responses and identify the potential and psychological qualities needed for the desired position.
2. Based on the research results on the indicator selection variable "Promoted and appointed as a permanent employee" with the lowest average value of 3.35. So that suggestions for the leadership of PT Arjuna Sejahtera Bersama need to ensure that the selection process is carried out fairly, transparently, and based on clear criteria that are relevant to the position offered. This includes using objective and valid assessment methods to evaluate candidates, as well as providing constructive feedback to them.
3. Based on the research results on the dimension Competency variable "Having the knowledge gained" with the lowest average value of 4.01. So the suggestion for PT Arjuna Sejahtera Bersama is to pay more attention to providing quality knowledge to employees. The first step that can be taken is to conduct a thorough evaluation of the sources of knowledge available in the company, including internal training, reference materials, and access to the latest information in related fields. It is important to ensure that these resources are relevant, up-to-date and easily accessible to all employees. In addition, companies can also consider enhancing training and development programs that are tailored to individual needs and the needs of the organization as a whole.
4. Based on the research results on the Employee Work Quality variable, the indicator "Have broad insight" with the lowest average value of 3.17. So that suggestions for PT Arjuna Sejahtera Bersama can adopt several strategies aimed at expanding employees' knowledge and understanding of various aspects relevant to the work and industry in which they operate. First, organizations can encourage employees' active participation in learning and

development activities, be it through internal training, industry seminars, or continuing education programs.

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