

The Effect of Recruitment and Employee Selection on Employee Placement and Its Impacts Towards Employee Performance at PT Sriwijaya Air

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ABSTRACT

Sriwijaya Air realizes the importance of candidates selection of process, because this process will result in employees in accordance with the prescribed qualifying so as to achieve a performance from these new employees. The purpose of this study was to determine the effect of the implementation of the recruitment and placement of employees selection and its impact on the performance of employees of PT Sriwijaya Air Jakarta. The analytical method used is the method of path analysis. The results showed that recruitment and selection variables influence significantly on the placement of employees. Likewise, employee placement variable influence significantly on the performance of employees of PT Sriwijaya Air Jakarta. However, only recruitment variable that Significantly influence on employee performance. Recruitment is one - the only variable that has direct influence on employee performance. While selection and placement of employees variable do not affect the performance of employees.

Keywords : Recruitment, Selection , Employee Placement, Performance

INTRODUCTION

Achievement of the objectives of the company is highly dependent on the quality of human resources and to obtain such resources, every company should have a standard recruitment and selection of employees based on the core activities of the company. Success or failure of employees to meet the demands of companies, is highly dependent on the implementation of the recruitment process of the selection made by the company to prospective employees. One of the activities in human resource management is the recruitment and selection. Recruitment is a process of collecting a number of applicants who possess the qualifications required in accordance with the company, to be employed in the company (Malthis, 2001).

Recruitment is a series of activities to locate and attract job applicants with motivation, abilities, skills and knowledge necessary to cover the deficiencies identified in the staffing plan. Meanwhile, the selection is the process of selecting from a group of applicants or those who meet the criteria for the position available based on conditions that existed at the company. In conducting its activities, PT Sriwijaya Air, one of the leading airlines in Indonesia, requires a lot of employees with a variety of skills and special education levels. Human resources that are reliable and competent is a major factor for competitive advantage PT Sriwijaya Air, so the development of employee competencies is one of the key success factors for achieving the vision and

mission of PT Sriwijaya Air. In line with the vision and mission of the company to be the airline that can compete nationally and regionally, is necessary to apply a more focused effort in the development of the employees consistently and continuously.

To achieve such outcomes, companies realize the importance of the process of selection of candidates because the company will hire the employee in accordance with the company's qualifications in order to achieve a performance of these employees. Once the selection process is completed, the company would need to put the prospective workers who accepted the position required by the company and in accordance with their respective expertise, so that they can perform the work with satisfactory results. One way to get employees to excel and in accordance with the objectives of the company, the company should be able to carry out the recruitment and selection process effectively to prospective employees.

Recruitment is a decision of human resource management planning regarding the number of employees needed, when needed, as well as the criteria for what is needed in an organization. Recruitment itself is basically an attempt to fill the vacant position or a job in an enterprise environment, for that there are two sources of labor that is the source of outside (external) organizations or from the inside (internal) organization.

Recruitment of employees is a process or action taken by the company to obtain

additional employees through several stages which include the identification and evaluation of sources withdrawal of labor, determine labor requirements, the process of selection, placement, and orientation of the workforce. Collecting of employees aimed at providing employees enough so that managers can choose employees who meet the qualifications they need (Malthis, 2001). Recruitment is an important issue for companies in the procurement of labor. If recruitment is successful, in other words, a lot of applicants who enter their application the opportunity of the company to hire the best employees will be more wide open because the company will have a lot of choice of the best of the applicants.

Meanwhile, the selection is part of the operational management of human resources,-- the procurement--while procurement itself consists of: planning, recruitment, selection, placement, and production. The selection process is a specific sequence of steps that are used to decide which applicants will be accepted. The process begins when applicants apply for the job and ended with an admission decision. The selection process is a decision for prospective applicants to be accepted or not. The company will expect applicants who came had a satisfactory performance in the job. Selection criteria according Simamora (2004) can generally be summarized in several categories, namely: education, work experience, physical condition and personality.

According Hasibuan (1997: 70), the placement of employees is a follow-

up of the selection that puts the accepted candidates (who passed the selection process) in the office/work needed and also delegate authority to the person, thus prospective employees will be able to do perform the duties concerned.

In terms of staffing, there are several requirements that must be considered: 1) Education, strongly supports to assume a position, and necessary for the effective running of the duties and responsibilities of the position. For example: Bachelor's upper level management; 2) Health, to ensure the physical and mental health so as to place the employee in a field of work, can be adapted to the condition of his health; 3) Work experience is needed by the company for the mastery of the job and work experience usually provides a tendency in question has the expertise and work skills are relatively high.

Timely and appropriate placement is a motivation that raises enthusiasm and morale high for a person in performing the work. So, the placement of appropriate employees and appropriately is one of the keys to obtain the optimal performance of every employee. According to Hersey and Blanchard in Rival (2005: 15), performance is a function of motivation and ability. To complete the work, one must have a degree of willingness and a certain level of ability. The willingness and ability of a person is not effective enough to do something without a clear understanding of what will be done and how to do it. Performance is the result of the achievement of the quality and quantity of work accomplished by an

employee in carrying out their duties in accordance with the responsibilities given to him (Mangkunagara, 2008: 67).

The purpose of this study is to determine the effect of the implementation of the recruitment and selection of employees on the placement and its impact on employee performance. Therefore, the author will analyze the problems above with descriptive verification method and using the technique of path analysis. The variables were the implementation of recruitment (X1), the selection of employees (X2), staffing (Y) and employee performance (Z).

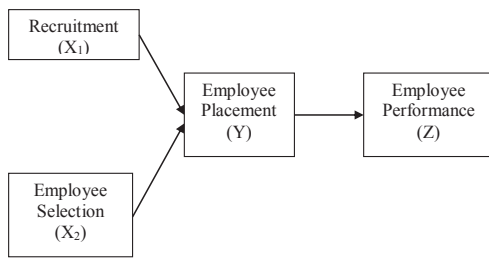


Figure 1 Theoretical Framework

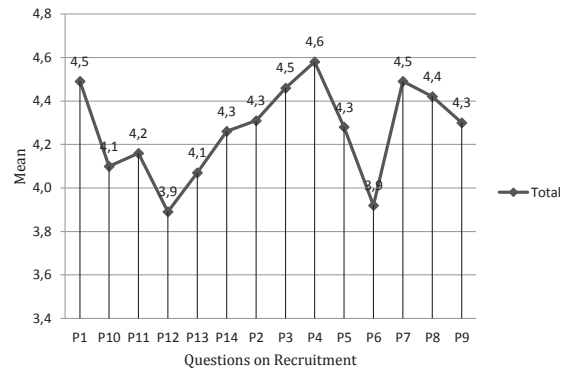
The hypothesis in this study as follows: 1) The implementation of the recruitment affects staffing; 2) The selection of employees affects the placement of employees; 3) Placement of employees affects the performance of employees, and 4) The implementation of recruitment, employee selection and placement of employees, affect the performance of employees.

RESULTS AND DISCUSSIONS

1. Descriptive Analysis

The data used as the basis of the description of the results of this study are

the mean score variable of Recruitment (X1), selection (X2), staffing (Y) and employee performance (Z) based on the results of questionnaires.

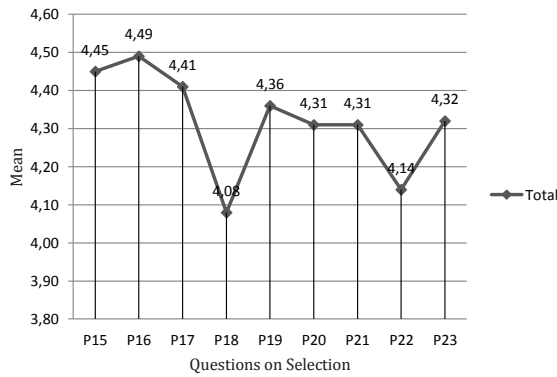


Source : Primary data (2014)

Figure 2 Recruitment (X1) Variable Score

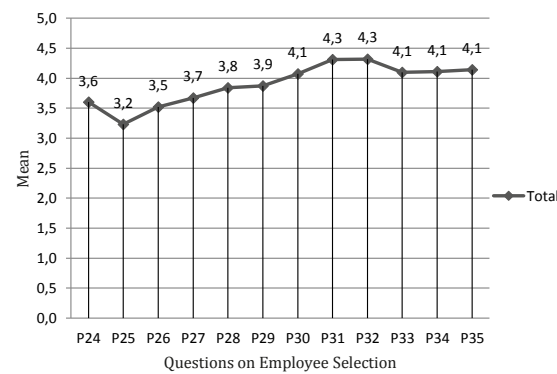
Figure 2 above shows that the respondents' assessment of the entire question items on variable recruitment, has a mean value of 4.3 with the highest mean value of the item in question 4 with 4.6. That is, respondents agreed that the implementation of recruitment could be used as guidelines in the placement of employees that would ultimately affect the performance improvement.

Based on Figure 3, it appears that the respondents' assessment of the entire question items on variable selection, has a mean value of 4.3 with the highest mean value of the item in question 16 which is 4.49. That is, respondents agreed that the implementation of the selection made by PT Sriwijaya Air could be used as guidelines in the placement of employees that would ultimately affect the performance improvement.



Source: Primary data (2014)

Figure 3 : Selection (X2) variable Score



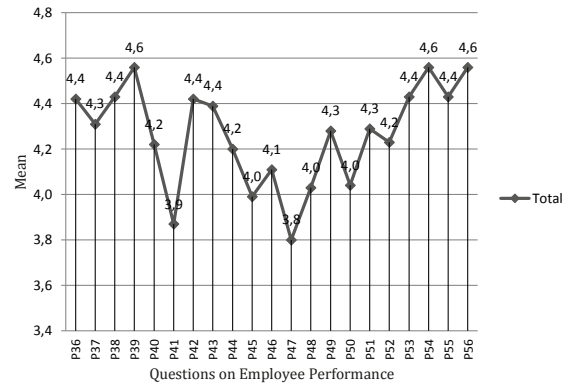
Source: Primary data (2014)

Figure 4 Employee placement (Y) variable score

Based on Figure 4 above, it appears that the respondents' assessment of the entire question items on the variable placement of employees, has a mean value of 3.9 with the highest mean value of the item questions 31 and 32 of 4.3. That means that respondents agree that the placement of employees conducted by PT Sriwijaya Air on the basis of recruitment and selection of employees could affect employee performance improvement

Based on Figure 5, it appears that the respondents' assessment of the entire question items in on variable performance, has a mean value of 4.3 with the highest mean value of the item in question 39, 54

and 56; 4.6. That is, respondents agreed that their performance had been good as a result of the process of recruitment, selection and placement of employees conducted by PT Sriwijaya Air which was already well carried out.



Source: Primary data (2014)

Figure 5 : Performance (Y) variable score

2. Path Analysis

This study uses two channels, the structural model analysis model 1 to analyze the effect of recruitment and selection on staffing and model 2 to analyze the influence of selection on recruitment and placement of employees and their implications on the performance of employees of PT Sriwijaya Air Jakarta. To answer the second model of the structure of the path analysis, we used a model trimming, ie the model used to repair a structure model lines by removing from the model of independent variables that coefficient path is not significant (Heise, 1969, Rashid and Sitepu, 1994, Kusnedi 2005 in Akdon and Riduwan, 2008). So, the model trimming occurs when coefficient lines tested as a whole turns out there is a variable that is not significant, it is necessary to improve

the path analysis model structure which has been hypothesized.

To answer the first hypothesis, the implementation of the recruitment and selection of employees on placement of employees with structural equation model was used first, as shown below,

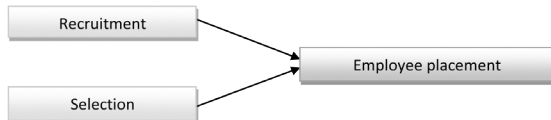


Figure 6 : Structure 1 Equation Model

Based on Figure 6, calculations were performed with SPSS and the results of the path analysis are shown in Table 1.

Table 1 : Path Analysis Model Structure 1

Variable	Standardized Coefficients	t	Sig.	Remarks
Recruitment	.270	2.761	.007	Significant
Selection	.407	4.158	.000	Significant

R = 0,601
R² = 0.362
R² Change = 0.362
F-count = 27.468
Sig. F = 0,000

Source: Primary data (2014).

Based on Table 1, it appears that the F value of structural model 1 is 27.468 with significant value of 0.000. Due to the significant value of $F < 0.05$, it can be said the recruitment and selection affect employees placement.

Variables testing on the influence of the recruitment and selection on placement of employees is intended to determine the significance of each path analysis coefficient compared with a significant

level of 0.05. Referring to Table 3, it appears that all path coefficients qualified significance requirements that recruitment and selection affect employee placement.

The results of the analysis proved that the model of the structure 1, the entire path coefficients are significant. Thus the path diagram obtained for model 1 shown in

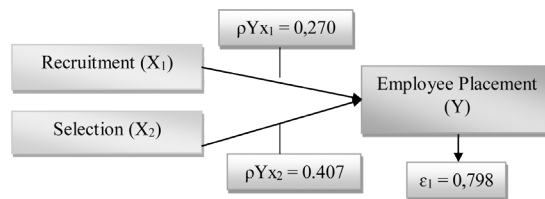
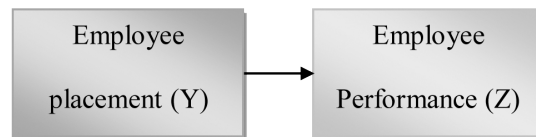


Figure 7.

Figure 7 Path Analysis on Structure Model 1

The effect of employee placement on the performance of employees of PT Sriwijaya Air Jakarta can be analyzed by



structural equation model 2 described in Figure 8.

Figure 8 : Structure Equation Model 2

Based on Figure 8, calculations were performed with SPSS and the results of path analysis are shown in Table 2.

Table 2 shows that the F_{count} value of structural model 2 of 12.029 with significant value of 0.000. Due to the significant value of $F < 0.05$, it can be stated that employee placement affects employee performance.

Table 2 Path Analysis on Structure Equation Model 2

Variable	Standardized Coefficients	t	Sig.	Remarks
Employee Placement	.331	3.468	.001	Significant
R = 0,331 R ² = 0.109 R ² Change = 0.109 F-count = 12.029 Sig. F = 0,000				

Source: Primary data (2014).

Variable testing of employee placement’s influence on employee performance is intended to determine the significance of the path coefficients analysis compared with a significant level of 0.05. Referring to Table 4, it appears that the path coefficient of employee placement qualified significantly.

The results of the analysis proved that the model structure 2 is significant. Thus, obtained path diagram for the model 2 is shown in Figure 9.

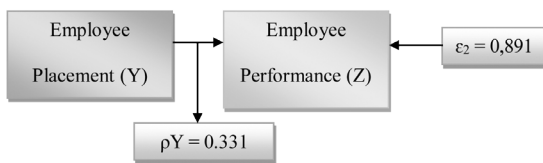


Figure 9 Model Persamaan Struktur 2

The effect recruitment and selection on placement of employees and their implications on the performance of employees can be answered with a structural equation model 3, as shown in Figure 10.

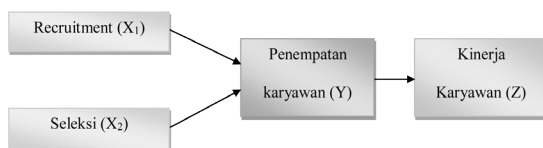


Figure 10 Structure Equation Model 2

Based on Figure 8, calculations were performed with SPSS and the results of path analysis are shown in Table 3.

Table 3 Path Analysis on Structure Equation Model 3

Variable	Standardized Coefficients	t	Sig.	Remarks
Recruitment	.835	10.746	.000	Significant
Selection	-.007	-.084	.933	Not Significant
Employee placement	-.081	-1.047	.298	Not Significant
R = 0,794 R ² = 0,631 R ² Change = 0,631 F-count = 54.642 Sig. F = 0,000				

Source: Primary data (2014).

Table 3 shows the value of F_{count} structure models 3at 54.642 with significant value of 0.000. Due to the significant value of F <0.05, it can be said recruitment and selection together have an effect on employee performance through staffing as an intervening variable. With another sense, the partial test may be continued.

Recruitment, selection and placement of employees variable testing is intended to determine the significance of each coefficient path analysis compared with a significant level of 0.05. Referring to Table 5, it appears that the path coefficient recruitment variable qualified significant, while variables selection and placement of employees are not eligible. That is, the variable selection and placement of employees do not affect the performance of employees.

The results of the analysis proved that the model of the structure 3 has 2 coefficients not significant which are selection and placement of employees. Therefore, model 3 needs to be improved

through the method of trimming, which removes the variables selection and placement of employees which whose path coefficients are not significant. The next step was to recount recount by removing a variable that is not significant and the results can be seen in Table 4.

Table 4 Path Analysis on Structure Equation Model 3 after Trimming.

Variable	Standardized Coefficients	t	Sig.	Remarks
Recruitment(X ₁)		12.790	.000	Significant
R = 0,791				
R ² = 0,625				
R ² Change = 0,625				
F-count = 163.582				
Sig. F = 0,000				

Source: Primary data (2014).

Based on Table 4, after removing variables that were not significant, it can be decided recruitment variables that affect employee performance. This is evident from the value Fcount 163 582 with significant value of 0.000.

The value of patch coefficient of recruitment variable is $\rho_{ZX1} = 0,791$. The value of determinant coefficient – the contribution of X1 towards Z is (RSquare = R2Z-X1) = $(\rho_{ZX1}) \times (r_{ZX1}) = (0,791 \times 0,791) = 0,625$ and residual coefficient is $\rho_{Z\epsilon2} = \sqrt{1 - 0,625} = 0,612$. Thus, the obtained path diagram of model 3 after 1 time trimming is shown in Figure 11.

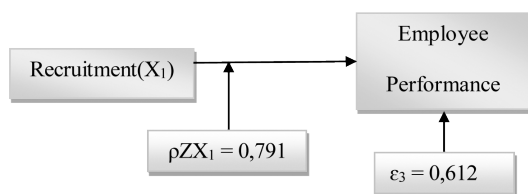


Figure 11 Path Analysis on Structure Equation Model 2 after one-time Trimming

Based on the results of the path coefficients in the model structure 1, 2 and 3, it can be described that overall empirical causal relationships among variables recruitment, placement selection and employee performance. This is as shown in Figure 12.

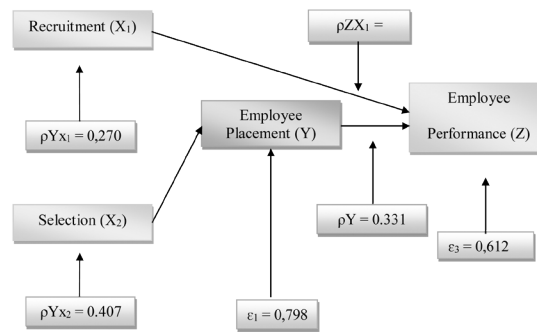


Figure 12. Causal Empiric Correlation of Variables X1, X2, Y on Z

The results of the path coefficients in the model structure 1, structure 2 and 3 turned into a structural model of structural equation:

$$Y = \rho_{YX1} X1 + \rho_{YX2} X2 + \rho_{Y\epsilon1} \text{ and } R2YX1X2 = 0,270 X1 + 0,407X2 + 0,798\epsilon1 \text{ dan } R2YX2= 0,362$$

$$Y = \rho_Y + \rho_{Y\epsilon2} \text{ and } R2YX1X2 = 0,331Y + 0,891\epsilon1 \text{ and } R2YX2= 0,109$$

$$Z = \rho_{Zx1} X1 + \rho_{Z\epsilon2} \text{ and } R2ZX1 = 0,791X1 + 0,612 \epsilon2 \text{ and } 0,625$$

3. Interpretation on the Results of Path Analysis

The first hypothesis which states that “the implementation of the recruitment and selection of employees affect the placement of employees” that all variables are accepted, because based on path coefficients structure model 1 test, X1 and

X2 to Y is significant. Thus the findings of this analysis provide information that recruitment and selection contribute to the placement of employees. The amount of the contribution recruitment and selection of employees contribute to the placement of $0.6012 \times 100\% = 36.12\%$ and the remaining $0.3992 \times 100\% = 15.92\%$ is contributed by other variables outside the recruitment and selection.

The second hypothesis, which reads: “the placement of employees affect the performance of employees” is accepted, because based on path coefficient structure model 2, the path coefficient of placement of employees is significant to employee performance.

While the third hypothesis which states that “the implementation of recruitment, employee selection and employee placement affect the performance of employees”, that not all the variables are acceptable, because the path coefficients based on testing the structural model 3 only path coefficient of recruitment has significant influence on employee performance. Thus the findings of this analysis provide information that recruitment contribute directly to the performance of the employee, the contribution of recruitment which directly affects the performance of employees is $0.7912 \times 100\% = 62.56\%$ and the remaining $0.2092 \times 100\% = 20.9\%$.

Table 5 Path Coefficient, Direct and Indirect Effect, Total Effect and Comunal Effect of Recruitment, Selection, and Employee Placement Variables Significant on Employee Performance

Variable	Path Coefficient	Pengaruh			Comunal Effect ($R^2Z_{X_k}$)
		Direct	Indirect through Y	Total	
X ₁	0,791	0,791	-	0,791	-
X ₂	0,407	0,410	-	0,410	-
Y	0,331	0,331		0,331	
ε ₁	0,798	$0,798^2 = 63,68$	-	-	-
ε ₂	0,891	$0,981^2 = 79,34$	-	-	-
ε ₃	0,612	$0,612^2 = 37,45$			
X ₁	-	-	-	-	0,791

CONCLUSION

Based on the results of the above descriptions, recruitment and selection variables significantly influence the placement of employees at PT Sriwijaya Air Jakarta. Likewise employee placement variable significantly affects the performance of employees of PT Sriwijaya Air Jakarta. In the mean time, the only variable that is significant to employee performance at PT Sriwijaya Air Jakarta is recruitment. Variable recruitment is one - the only variable that directly affects the performance of employees of PT Sriwijaya Air Jakarta. While selection and placement of employees variable do not affect the performance of employees of PT Sriwijaya Air Jakarta.

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