



## Recruitment, Training and Supervision on Employee Performance PT. Lautan Kejora Abadi Medan

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### ABSTRACT

This study aims to determine the effect of recruitment, training and supervision. This type of research is explanatory research. The entire population is 211 employees. Due to the large number of population, the sampling technique will be reduced by using the Slovin formula with an error tolerance level of 5% so that there are as many as 138 respondents in the study which will be distributed with questionnaires measured by a Likert scale. The data analysis used multiple linear regression analysis and the coefficient of determination as well as simultaneous test and partial test. The results showed that recruitment, training and supervision partially and simultaneously have a positive and significant effect on employee performance. Based on the results of this study, the implications for management are to further improve recruitment process, better training program and better supervision.

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## 1. Introduction

In the era of globalization competition, companies are required to have human resources who are capable of self-development and full of enthusiasm so that they can provide maximum performance to the company in achieving the vision and mission that has been set. Performance can be viewed as a process or work result which is a process of how work takes place to achieve work results. Performance is also a result of work that has a strong relationship with the strategic objectives of the organization and contributes to the development of the company.

PT. Lautan Kejora Abadi is a private company that is engaged in the sale and purchase of all types of dry and wet fish, which is located at Bagan Deli Belawan Link IX Gabion street Bagan Deli. The company continues to experience development and progress in achieving its goals, but as competition increases and the number of companies grows, employee performance begins to decline from time to time. This can be seen from the decreasing quality of employee work, such as a lack of employee accuracy in doing their job. The target quantity determined by the company is no longer achieved by employees and employees need a long time to complete the work assigned to them. This in turn has an impact on the company's development and all performance is hampered because one employee's work is related to the work of another employee.

Various factors can cause make an impact in employee performance and one of them is recruitment. Recruitment is a process carried out by companies in spreading information and opening the widest possible access to attract applicants. Based on the preliminary observations, it was found that the company was still unable to obtain a potential employee and a number of applicants who applied still did not meet the qualifications desired by the company. There are still too many specified criteria for prospective applicants so that not all applicants can meet these criteria.

The next factor that decreases employee performance is training where training is an activity to increase the capacity of human resources so that they can become quality resources both in terms of knowledge, work skills, professional level and capacity building. Based on the preliminary observations, the training carried out was still ineffective where the trainers who were presented were not able to attract the interest and enthusiasm of employees to participate in the training properly. The training method provided is only in the form of theory so that it makes employees feel bored. Moreover, the number of employees who were invited to attend the training was quite dense and the materials used were still not in accordance with the work problems that the employees were currently facing.



Another factor that also reduces employee performance is the work supervision carried out by the company where supervision is a process of determining performance measures and taking actions that can support the achievement of expected results in accordance with predetermined performance standards. Based on the preliminary observations, it is known that the work supervision carried out by the company is too strict so that it makes employees feel uncomfortable in carrying out their work. Supervision that is too tight can also make the work atmosphere less pleasant, which can slow down performance.

## 2. Research Method

### 2.1. Location and Time

This research will be conducted at PT. Lautan Kejora Abadi, located in Bagan Deli Belawan Link IX Gabion stress Bagan Deli. The research time is planned from February 2020 to August 2020.

### 2.2. Population and Sample

The population is all the employees who work for the company as much as 211 employees. Because the total population used is as much as 211 employees, the population will be reduced by using the Slovin formula with a 95% confidence level and an error tolerance of 5%. Then it can be seen that the number of samples in this study is as many as 138 consumers.

### 2.3. Data Collection Method

Collecting data through a questionnaire is done by asking questions to parties related to the problem under study. To assess respondents' responses, the author uses the Likert scale which uses several question items to measure individual behavior by responding to 5 choice points on each question item.

### 2.4. Validity and Reliability Test

The data obtained needs to be tested for its accuracy and reliability so that the results of data processing can be more precise and accurate. Therefore, it is necessary to know how high the validity and reliability of the measuring instrument (instrument) used.

Based on the research, each variable of the questionnaire item that was tested for validity, all the questionnaires had met the valid criteria and were eligible to be used as a questionnaire in further research. While in reliability test, all variable questionnaire item is reliable and can be used as research instrument.

## 3. Research and Analysis

### 3.1. Normality Test

The residual normality test is used to test whether the residual value resulting from the regression is normally distributed or not. A good regression model is to have residuals that are normally distributed. There is some method to do the normality test such as histogram graphic, normal probability plot of regression graphic and one sample Kolmogorov Smirnov statistic.

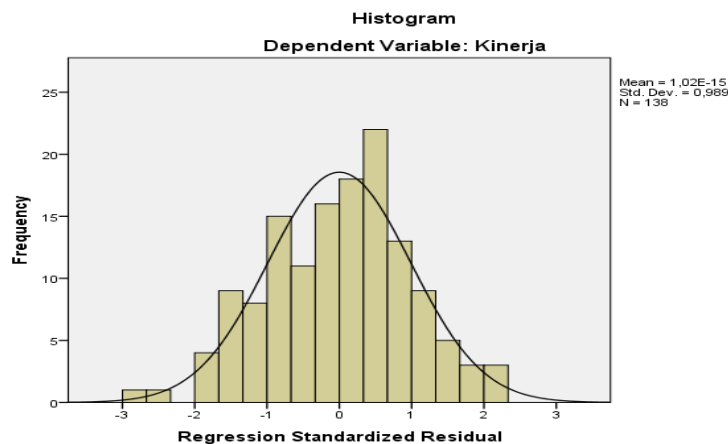


Fig 1. Histogram Graphic

Based on the picture above, it can be seen that the line forming a bell, not going left or right. This shows that the data is normally distributed and meets the assumptions of normality.

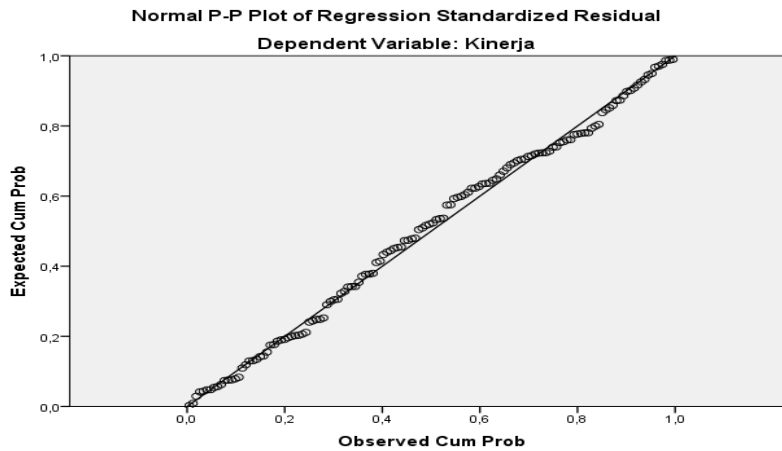


Fig 2. Normal Probability Plot of Regression Graphic

Based on the picture above, it shows that the data (dots) spreads around the diagonal line and follows the diagonal line. So from this figure it is concluded that the regression model residuals are normally distributed.

Table 1  
One-Sample Kolmogorov Smirnov Test

		Unstandardized Residual
N		138
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	3,23672673
Most Extreme Differences	Absolute	,057
	Positive	,057
	Negative	-,046
Kolmogorov-Smirnov Z		,668
Asymp. Sig. (2-tailed)		,763

a. Test distribution is Normal.  
b. Calculated from data.  
Source: Research Result, 2020

Based on the table above, the results of the Kolmogorov-Smirnov normality test prove that the significant value is greater than 0.05, namely 0.763, it can be concluded that the data is classified as normally distributed.

3.2. Multicollinearity Test

Multicollinearity is a condition in the regression model where there is a perfect or near perfect correlation between independent variables where a good regression model should not have a perfect or nearly perfect correlation between the independent variables.

The commonly used test method is to look at the Tolerance and Variance Inflation Factor (VIF) values in the regression model where the VIF value is less than 10 and has a Tolerance value of more than 0.1.

Table 2  
Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Recruitment	,775	1,290
Training	,940	1,064
Supervision	,817	1,224

a. Dependent Variable: Employee Performance  
Source: Research Result, 2020

Based on the table above, the test show that all the variables have a tolerance value more than 0.1 and VIF value less than 10 which can be concluded that there is no problem found in multicollinearity test.

3.3. Heteroscedasticity Test

Heteroscedasticity is a condition where in the regression model there is an inequality of variants from the residuals from one observation to another where a good regression model does not occur heteroscedasticity.



Various kinds of heteroscedasticity test, such as the Scatterplots test, which is done by looking at the pattern points on the graph that spreads randomly and is not in the form of a pattern on the graph, it is stated that there is no heteroscedasticity problem and the Glejser test where if it is significant above 0.05 then it is stated that there is no problem in heteroscedasticity.

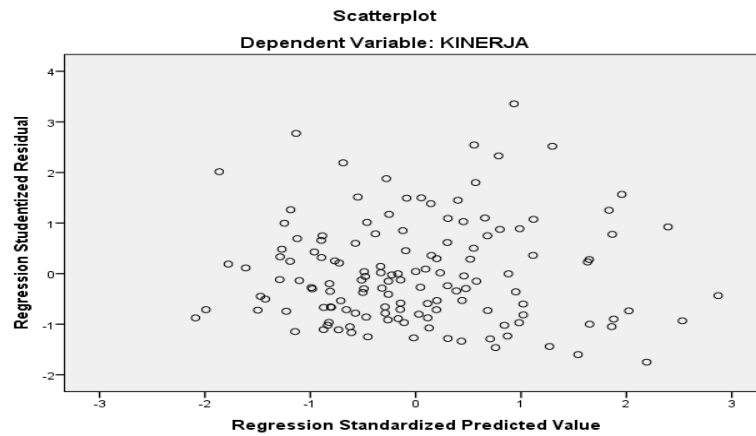


Fig 3. Scatterplot Graphic

Based on the scatterplot graph presented, it can be seen that the dots spread randomly and do not form a clear pattern and are spread either above or below zero on the Y axis. This means that there is no heteroscedasticity in the regression model, so the regression model can be used to predict performance based on the input of the independent variable.

Table 3  
Glejser Test

Model		t	Sig.
1	(Constant)		
	Recruitment	3,460	,001
	Training	-1,411	,161
	Supervision	-,301	,764

a. Dependent Variable: Employee Performance  
Source: Research Result, 2020

Based on the table above, it can be seen that the level of significance of each variable is greater than 0.05. From the calculation results and the level of significance above, it is not found that there is heteroscedasticity.

### 3.4. Multiple Linear Regression Analysis

Multiple regression analysis is an analysis to determine whether there is a partially or simultaneously significant influence between two or more independent variables on one independent variable.

Table 4  
Multiple Linear Regression Analysis Test

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	,172	3,140	
	Recruitment	,430	,091	,308
	Training	,136	,052	,156
	Supervision	,615	,069	,563

a. Dependent Variable: Employee Performance  
Source: Research Result, 2020

$$\text{Employee Performance} = 0,172 + 0,430 \text{ Recruitment} + 0,136 \text{ Training} + 0,615 \text{ Supervision} \quad (1)$$

Based on the above equation, then: Constant (a) = 0.172. This means that if the independent variable, namely recruitment, training and supervision is 0, then employee performance is 0.172. Where if there is an improvement in recruitment, there will be an increase in employee performance by 0.172. Likewise with

training where if there is an improvement in training, employee performance will increase by 0.136. If there is an improvement in supervision, employee performance will increase by 0.615.

**3.5. Coefficient Determination**

Analysis of determination or also called R Square symbolized by  $R^2$  is used to determine the magnitude of the influence of the independent variable (X) together on the dependent variable (Y) where the smaller the coefficient of determination, this means the effect of the independent variable (X) on the dependent variable (Y) is getting weaker. Conversely, if the coefficient of determination is closer to number 1, then the effect of the independent variable on the dependent variable is getting stronger.

Thus, if coefficient determination is 0, this indicates that there is no percentage contribution of influence given by the independent variable to the dependent variable. However, if the coefficient of determination is 1, then there is a contribution that the independent variable gives to the dependent variable is perfect.

**Table 4**  
Coefficient Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.747 <sup>a</sup>	.558	.548	3,780

a. Predictors: (Constant), Supervision, Training, Recruitment

b. Dependent Variable: Employee Performance

Source: Research Result, 2020

Based on the table above, the value of the R Square coefficient of determination is 0.548. This shows that the variable ability of recruitment, training and supervision explains the effect on employee performance by 54,8%. While the remaining 45,2% is the effected of other independent variables not examined in this study such as conflict, stress, compensation, motivation and others factor.

**3.6. Simultaneous Hypothesis Test (F Test)**

F test or regression coefficient test is used to determine whether simultaneously the independent variable has a significant effect on the dependent variable. In this case, to find out whether simultaneously the independent variable has a significant effect on the dependent variable or not. The test uses a significance level of 5%.

The criteria for evaluating the hypothesis in this F test are:

$H_0$  Accepted if:  $F_{count} < F_{table}$

$H_a$  Accepted if:  $F_{count} > F_{table}$

**Table 5**  
ANOVA Test

Model		F	Sig.
1	Regression	56,457	,000 <sup>a</sup>
	Residual		
	Total		

a. Predictors: (Constant), Supervision, Training, Recruitment

b. Dependent Variable: Employee Performance

Source: Research Result, 2020

Based on the table above, it is found that the value of  $F_{table}$  (2.67) and significant  $\alpha = 5\%$  (0.05), namely  $F_{count}$  (56.457) and sig.a (0.000a). This indicates that the results of the study accept  $H_a$  and reject  $H_0$ . Comparison between  $F_{count}$  and  $F_{table}$  can prove that simultaneously recruitment, training and supervision have a positive and significant effect on employee performance.

**3.7. Partially Hypothesis Test (t Test)**

The t test or partial regression coefficient test is used to determine whether partially the independent variable has a significant effect on the dependent variable or not. In this case, to find out whether partially the independent variable has a significant effect on the dependent variable or not. The test uses a significance level of 0.05 and a two-sided test. The criteria for evaluating the hypothesis are:

$H_0$  Accepted if:  $t_{count} < t_{table}$

$H_a$  Accepted if:  $t_{count} > t_{table}$

**TABLE 6**  
Coefficient Test

Model		t	Sig.
1	(Constant)	,055	,956
	Recruitment	4,717	,000



Training	2,639	,009
Supervision	8,865	,000

a. Dependent Variable: Employee Performance  
Source: Research Result, 2020

Based on the table above, it can be concluded that recruitment, training and supervision partially have a positive and significant effect on employee performance which can be seen at the  $t_{count}$  is greater than  $t_{table}$  (1,977) and the significant is less than 0,05.

#### 4. Conclusion

Based on the results of this study, it can be concluded several things such as:

- The results of the t test and the F test state that both partially and simultaneously the variables of recruitment, training and supervision have a positive and significant effect on employee performance.
- The results showed that the variable recruitment, training and supervision explained the effect on performance by 54.8%. While the remaining 45.2% is the effected of other independent variables not examined in this study such as conflict, stress, compensation, motivation and others factor.

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