

Effectiveness Of Recruitment and Position Mutations on Employee Achievement In Interior Contractor

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Abstract

Research using multiple linear analysis, correlation coefficient analysis, calculating the coefficient of determination, as well as testing the hypothesis by looking for the value of t count, then comparing t count with t table, and testing the hypothesis by looking for the calculated f value, then compares f count with f table. The results of the analysis obtained with the following details: From the results of multiple linear analysis, the equation $Y = 1.392 + 0.349 X_1 + 0.616 X_2$, and from the results of the correlation coefficient, job mutations have a positive and very strong correlation to the level of employee performance, which is 0.790, job mutations and recruitment have a positive and very positive correlation. strong on the level of employee performance that is equal to 0.850. Based on the results of the hypothesis test, the t -count for recruitment is 4.078, the t -count for work motivation is 9.241, with a t -table of 1.67722 obtained from the t -table distribution for $df = 50 - 2$ and the level of significance is 0.05. In other words, H_a is accepted and H_o is rejected, because $t \text{ count} > t \text{ table}$. Based on the hypothesis test for model 1, the f arithmetic result is 79.587, for model 2 the f arithmetic result is 61.067, with f table 1.45 with a significant level of 0.000, the number $0.000 < 0.05$, thus H_o is rejected and H_a is accepted, because $f \text{ count} > f \text{ table}$.

I. INTRODUCTION

In this era of globalization, increasingly fierce competition makes every company encourage the performance of its Human Resources to be more optimal. Human Resources is one part of the advancement of technology, as well as management science which focuses more on regulating the role of Human Resources in an organization.

Nowadays in technology and civilization, competent human resources are required who have motivation and skilled work experience in carrying out their roles and functions for both individual and organizational goals.

Management is an art, science or process for organizing, planning, compiling, directing and supervising Human Resources to achieve the desired goals. Or in short, management can also be interpreted as a way of achieving goals through the activities of other people.

Every company in its efforts to achieve its goals definitely requires the active role of its employees. Employees are expected to carry out their respective jobs as much as possible so that they can produce work performance for the company. Therefore, it is important to have a good recruitment method in a company if you want to have good employees and can do all the work correctly.

Recruitment will be carried out by the HRD division in each company, therefore HRD must be able to judge from the application letter made by the prospective employee then during the interview and then the test must be considered. The HRD Division must be able to find prospective employees with criteria that match or are close to the desired field of work.

Over time, in an employee's job will definitely experience a period of saturation because the work is done by having a leader who is not suitable. This can lead to a decrease in employee performance because such a situation will make employees trapped in a monotonous period which in the end will also have an impact on decreasing employee motivation.

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One way that can be done to overcome this is to carry out a mutation system, also known as rotation, which is carried out at PT Penta Pilar Mandiri. An employee who works in his field but does not match his superior's leadership style, then the employee's level of achievement will not be able to increase and the employee will feel bored and do not have the motivation to work well.

This will also have a negative impact, namely the work will not be completed and can be neglected. Therefore, my director decided to carry out a job transfer system for these employees. And after the transfer of positions, the employee can be in line and feel comfortable with his field of work and his superiors so that the work produced is better, has more high quality and makes the employee's motivation higher in carrying out his work.

II. RELATED WORKS/LITERATURE REVIEW (OPTIONAL)

Recruitment

Recruitment is a human resource management planning decision regarding the number of employees needed, when needed, and what criteria are needed in an organization.

Recruitment is basically an attempt to fill vacant positions or jobs within an organization or company, for that there are two sources of labor sources, namely sources from outside (external) the organization or from within (internal) the organization.

According to Wayne (2015: 132) in his book entitled *Human Resource Management*, recruitment is the process of attracting the right individuals in sufficient numbers and with the appropriate qualifications in applying for jobs with an organization or company.

According to Robert L. Mathis (2011: 227) in his book entitled *Human Resource Management*, recruitment is the process of producing a group of qualified applicants for organizational jobs.

There are various recruitment methods, and there is no best method for recruitment, but job descriptions and specifications are the most important tools. Job descriptions and job analysis provide information on which recruitment process needs to be carried out.

Recruitment-selection-orientation is an important part of the company's management function. Recruitment according to Rivai (2011: 148) in his book entitled *Human Resource Management for Companies From Theory to Practice* is the process of determining and attracting applicants who are able to work in a company.

According to Al Fajar and Heru (2010: 105) in their book entitled *Human Resource Management as a Basis for Achieving Competitive Advantage*, the ultimate goal of recruitment is to gather prospective employees who have the potential to fill existing job vacancies.

Recruitment is the process of seeking, finding, and attracting applicants to become employees at and by certain organizations or as a series of activities to find and attract job applicants with the motivation, abilities, skills, and knowledge needed to cover the deficiencies identified in planning. employment (according to Sunyoto, 2012: 93 in his book entitled *Human Resource Management*).

Meanwhile, according to Handoko (2011: 78) in his book entitled *Personnel Management and Human Resources*, recruitment is a two-way communication process. Applicants want accurate information about what it is like to work within the organization concerned. Organizations desperately want accurate information about what applicants will look like when they are hired.

Position Transfer

One of the follow-up actions taken from the results of the employee performance appraisal is a job transfer. The company's goals can be achieved perfectly if employees are given the opportunity to develop their careers and improve their work abilities, especially with the right transfer system.

Because with the right job transfer, employees will be motivated to improve the quality of their work because it is a challenge for employees so that effectiveness in work can be achieved. With the transfer, it is hoped that the employee will have a relationship that fits his position "The Right Man In The Right Place", so that employees can work efficiently and effectively in that position.

Mutation is a change in position/position/place/work carried out both horizontally and vertically (promotion) within an organization or company (Hasibuan 2012: 102) in his book entitled *Human Resource Management*.

According to Hanggraeni (2012: 80) in his book entitled *Human Resource Management*, mutation is a transfer from a new position but has the same position, responsibility, and amount of remuneration. Meanwhile, according to Robbins (2016: 337) in his book entitled *Management*, suggests Mutation is the movement of employees either laterally or downwards, usually does not reduce costs but can reduce supply-demand imbalances in an organization or company.

According to Sastrohadiwiryo (in Kadarisman, 2012: 68) in his book entitled *Management of Human Resource Development*, mutation is an employment activity related to the process of transferring the functions, responsibilities, and employment status of workers to certain situations with the aim that the workers concerned get deep job satisfaction and can provide the maximum possible work performance to the organization.

And according to Daryanto (2013: 41) in his book entitled *Sari Lectures on Production Management* suggests mutation is a routine activity of a company to be able to implement the principle of 'the right men on the right place'.

WORK PERFORMANCE

Performance appraisal is carried out by each company to see how far the development of employee quality is. From the results of the work performance assessment, it can be seen the advantages and disadvantages of employees for their work which can be used as a basis for management to take further actions against employees who are assessed for their work performance.

According to Edy Sutrisno (2012: 151) in his book *Human Resource Management* states that work performance is: "As a result of work that has been achieved by someone from his work behavior in carrying out work activities".

The definition of work performance according to Danang Sunyoto (2012: 198) in his book *Human Resource Management*, states that:

"The process by which organizations evaluate or assess the performance of their employees".

According to Sutrisno (2012: 150) in his book entitled *Human Resource Management*, put forward the notion of work performance as a person's level of proficiency in tasks that include his work. This understanding shows the weight of the individual's ability to fulfill the provisions in his work.

Hasibuan (2012: 94) in his book entitled *Human Resource Management*, states that work performance is a work achieved by a person in carrying out the tasks assigned to him based on skill and sincerity and time.

Mangkunegara (2013: 67) in his book entitled *Human Resource Management*, suggests that performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by someone). The definition of work performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him.

Sunyoto (2013: 18) in his book entitled *Human Resource Management*, suggests the notion of performance which is also called work performance is something that is achieved by someone in carrying out the work assigned to him.

From the theory that has been stated above, it can be concluded that work performance is a positive correlation between the need for achievement and the achievements a person has achieved and success in carrying out the tasks assigned to him.

Work performance assessment according to Andrew F. Sikula (in Hasibuan 2012: 87 book entitled *Human Resource Management*) is a systematic evaluation of the work that has been done by employees and is intended for development.

III. METHODS

The research method is a way to solve problems using scientific methods. The author conducted research in the field of Interior Contractor. The research method used by the author is a descriptive method.

Descriptive method is a method in examining the status of a group of people, objects and conditions in the present. The purpose of descriptive research is to make a systematic description or description of the facts and phenomena being studied.

Population and Sample

Population

According to Sukmadinata (2011: 250) in his book entitled *Educational Research Methods*, suggests that the population is "a large group and area that is the scope of our research". The population taken from the Interior Contractor Company is 50 employees.

Sample

The sample is part of the population that the researcher wants to study. According to Sugiyono (2011:81) in his book entitled *Quantitative, Qualitative and R&D Research Methods*, suggests "The sample is part of the number and characteristics possessed by the population." So that the sample is part of the existing population, so that sampling must use a certain method based on existing considerations.

Research data

Data source

1. Primary Data Source:
 The primary data source was obtained from direct observation on the object of research, namely in the Interior Contractor Sector Company, through distributing questionnaires to all employees at the office.
2. Secondary Data Source:
 Secondary data sources were obtained from reference books and other sources related to the variables studied. In this study, the secondary data source obtained by the researcher was the result of a literature study.

Data collection technique

1. Library Research (Library Research)
 Is a method of collecting data from books of literature notes related to the topic under study, as well as information on similar studies to find relevant theories related to the preparation of this thesis.
2. Documentation
 Is a method of collecting data by recording and studying documents relevant to the problem under study.
3. Questionnaire
 The data collection technique was carried out by giving a set of statements in the form of a questionnaire which was given to all employees in the office who were used as respondents.

IV. RESULTS

In this study, the authors took 50 people or respondents to be used as samples in answering the statements submitted by the author regarding the Effect of Recruitment and Position Transfers on Employee Work Performance in Interior Contractor Companies in the form of several statements. In this case, the author analyzes by distributing questionnaires to respondents. The distribution of statements in the questionnaire is that each variable has 7 statements consisting of the Recruitment variable (X1), Position Mutation Variable (X2) and Employee Performance Variable (Y).

Analysis of the Effect of Recruitment and Position Transfer on Employee Work Performance in Interior Contractor Companies.

To determine whether there is an influence between the X1 (Recruitment) and X2 (Position Transfer) variables and Y (Employee Performance) and to measure the strength of this influence, multiple regression analysis is used with SPSS version 21.0 (statistical package for service education) calculation. . The following are the results of linear regression analysis are

Table 1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.790a	.624	.616	1,588	.624	79,587	1	48	.000
2	.850b	.722	.710	1,380	.098	16,631	1	47	.000

a. Predictors: (Constant), Mutation

b. Predictors: (Constant), Mutation, Recruitment

Source: Results of Questionnaire Processing with SPSS 21

From the table above it can be seen that:

1. Column R model 1 is the number of correlation coefficient that is equal to 0.790. This means that the relationship between job transfers and employee performance is quite strong, and in column R model 2 the correlation coefficient value of 0.850 means that the relationship between job transfers and recruitment with employee performance is quite strong.
2. Column *R square* model 1 shows the number of R square is 0.624 (is the result of squaring of the correlation coefficient or 0.790 x 0.790 and the number of R square model 2 is 0.722 is the result of squaring of the correlation coefficient or 0.850 x 0.850).

(Constant)	9,956	2,262		4,401	,000		
Mutation	,671	0.075	,790	8,921	,000	1,000	1,000
(Constant)	1,392	2,876		,484	,631		
Mutation	,616	,067	,725	9,241	,000	,960	1.042
Recruitment	,349	,086	,320	4,078	,000	,960	1.042

a. Dependent Variable: Achievement

Source: Results of Questionnaire Processing with SPSS 21

From the table above it can be seen that:

- For the preparation of the regression equation from the data above, you can use the values from column B in model 2, namely the Unstandardized Coefficients column. From column B, a constant value of 1.392 is obtained, while the coefficient of job mutation is 0.616 and the value of the recruitment coefficient is 0.349.
- From the values of the coefficients above, the regression equation is obtained as follows:

$$Y = 1.392 + 0.349 X1 + 0.616 X2$$

Y = employee work performance
X1 = recruitment
X2 = job transfer
- At the time of recruitment (X1 variable) there is an increase or decrease of 1 point, the employee's work performance (Y variable) will increase or decrease by 0.349.
- At the time of job transfer (variable X2) there is an increase or decrease of 1 point, the employee's work performance (variable Y) will increase or decrease by 0.616.
- For multiple regression, the recruitment correlation number of 0.320 and the job mutation correlation number of 0.725 are the results obtained in the Standardized Coefficients (Beta) column.
- The t column is used for t-testing to test the truth of the existing hypothesis, it is done by comparing the t-count value that has been obtained with the t-table. Test criteria:
If t count > t table then Ho is rejected and Ha is accepted
If t count < t table then Ho is accepted and Ha is rejected
- In column t it is known that the research t value for job transfers is 9,241 and the calculated t value for recruitment is 4,078. By using the normal distribution table t and using the test confidence level (1 -) of 95% with an error rate () of 5% and the Degree of Freedom (Df) $N - k = 50 - 2 = 48$, it is obtained the value of the normal distribution of the t table is 1.67722. Because the t count of recruitment and job transfer is greater than t table ($4,078 > 1.67722$) and $9,241 > 1.67722$) means that these conditions indicate that Ho is rejected at an error rate of 5% and Ha is accepted at a 95% confidence level.
- Seen in column Sig. it is known that the probability value of recruitment is 0.000 and the value of the probability of job mutation is 0.000. Thus, the probability of the two variables is far below 0.05, thus Ho is rejected and Ha is accepted or the regression coefficient is significant or recruitment and job transfers really affect the level of employee performance.

V. CONCLUSIONS

Recruitment

Based on the results of research and answers from questionnaires that have been distributed with a number of respondents as many as 50 people, it can be concluded that the respondents' responses regarding recruitment in companies in the Interior Contractor Sector received a percentage of 93.13% where this figure was obtained from the results of the frequency test regarding statements about recruitment and recruitment. most of the respondents answered agree.

Position Transfer

Based on the results of the research and the answers to the questionnaires that have been distributed with a total of 50 respondents, it can be concluded that the respondents' responses regarding job transfers at PT. Penta Pilar Mandiri

(Company in Interior Contractor Sector) received a percentage of 97.99% where this figure was obtained from the results of the frequency test regarding statements about job transfers and most of the respondents answered agreed. Employee Performance

Based on the results of research and answers from questionnaires that have been distributed with a number of respondents as many as 50 people, it can be concluded that the respondents' responses regarding the work performance of employees in the Interior Contractor Sector Company received a percentage of 95.7% where the figure was obtained from the results of the frequency test regarding statements about achievement. employee work and most of the respondents answered agree.

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