

## The Effect of Recruitment on Employee Performance at PT. Fokus Kualitas Utama

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### ABSTRACT

This research aims to analyze the effect of recruitment on employee performance at PT. Fokus Kualitas Utama. This research uses a qualitative approach with a case study type of research. The selection of research subjects was carried out using a purposive sampling technique, namely three informants who had different positions. Data collection methods were carried out using interviews, observation and documentation. In this research, data analysis was carried out through the stages of data reduction, data display, and verification with conclusion drawing. Test the validity of the data using the triangulation method. The results of this research show that recruitment has a very positive effect on the performance of PT. Fokus Kualitas Utama. Fokus Kualitas Utama, can be seen from the addition of employees made by the company that do not match the qualifications of the vacant positions so that employee performance is less than optimal.

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## **INTRODUCTION**

Human resource management is an important aspect of a company's operations. Human resources in a company determine the quality of the company to achieve the goals expected by the company. Therefore, companies need to continue to develop and direct the quality of human resources to achieve effectiveness and efficiency in managing human resources. Human resources are an important part of a company to be able to manage the company so that it continues to grow. In this case, the company must have related developments to achieve the company's desired goals. One of the main tasks and responsibilities in human resources is recruiting employees who match their skills and are suitable for the positions desired by the company. Human resources are a collection of information about how to manage existing functions in a company or contain existing functions such as planning, organizing, implementing and supervising functions.

Good resources can help to achieve the company's desired goals. This gain begins with recruiting new employees. In a company, recruitment is a process of obtaining several qualified employees to fill certain positions or jobs, Hasanah & Indahingwati (in Roidah Lina, 2020). Recruiting good employees according to the company's SOP will produce prospective employees who match the company's qualifications. Where later the selected employees will work for the company and carry out tasks that are the company's obligations.

The key factors for a company's success and growth in an increasingly competitive business environment are very diverse. One of the factors is an increase in employee performance. In a company, good performance is very important to achieve the goals that have been set (Roidah Lina, 2020). Poor performance can hinder the company's progress and hinder the achievement of set goals. Therefore, good performance is critical to a company's success. Performance is a routine activity carried out by each employee as work performance that has been produced by employees within the company by their responsibilities. Employee performance is something that is needed in a company to achieve the company's desired goals. The work process in a company is a response to the success or failure of the goals set by the company.

Based on initial observations, the performance of the company that the author studied has not been optimal or still has several shortcomings that require improvement. The criteria for measuring work success are performance standards at the company that the author studied. Without work standards, there is no monitoring system to evaluate performance in the company. When employees do not have clear goals in doing their work, this can hurt employee performance and result in losses for the company. A large workload that is not equal to the number of employees in the company can cause employees to feel less enthusiastic about working and can result in the company experiencing unstable conditions and work comfort for company employees.

As a result, work goals are difficult to achieve optimally or are often not achieved. This of course hampers the company's overall performance. In addition, there is a delay in completing work in progress, thereby reducing work productivity. Another impact is operational inefficiency which depends

on the size of the company. The root of the problem that occurs above is that companies often cannot find prospective employees who meet the criteria desired by the company. Several studies have found that recruitment is the first step in how the company's goals will be achieved, namely through the selection of competent people, however, if recruiting employees does not implement the company's SOP it will have the opposite impact.

For companies, recruitment is the first step to determining the future of the company. In the recruitment process, companies look for individuals who are considered capable of achieving company goals. However, the company also realizes that this is a gamble because the company cannot be sure whether the new employees recruited to the company are as expected or not. Therefore, Sinuhaji (In Roidah Lina, 2020: 283) explains that in the recruitment process, companies depend on their fate by giving trust (responsibility and authority) to new employees. In this case, the company can see whether the company's goals are achieved or not. If not, then the company can use the SP (warning letter) system or can also use the layoff system. However, if the company's goals are successfully achieved, the company can extend the work period of the new employee or, if lucky, the new employee can be appointed as a permanent employee.

Every company will recruit new employees to fill the workforce in the company, but sometimes companies recruit employees only based on the need for tasks that must be carried out without first looking at whether the job description that the new employee will be given matches the person's level of education or expertise.

PT. Fokus Kualitas Utama is a business consulting company that requires a lot of workers, and the workers must be selected first by the company. Implementation of the recruitment system at PT. Fokus Kualitas Utama is carried out by the company's SOP for prospective employees, which is intended so that the company obtains quality employees, by the company's qualifications and can realize the company's goals so that employees can develop the company's stated goals.

## **THEORETICAL REVIEW**

### ***Recruitment***

According to Handoko (in Repis Kayanti, 2016) "Recruitment is the process of searching for and attracting prospective employees who can apply to become employees. This recruitment begins with searching for prospective employees and ends with the prospective employee's application being submitted. The result is a group of job seekers who will then be selected to become new employees."

According to Rachmawati Ike Kusdyah (2008:84), recruitment is the process of searching, finding and attracting potential employees to work in a company. Recruitment is also an activity that aims to find and attract prospective employees who are looking for work who have the motivation, skills, abilities and knowledge to fill the gaps identified in HR planning.

According to Sunyoto (in Roidah Lina, 2020), "Recruitment is the process of attracting and finding prospective employees to become employees in a

particular company or part of a series of activities that seek and attract job seekers using the motivation, skills, abilities and knowledge identified in HR planning. In other words, recruitment is the process of searching and selecting new employees based on a certain company classification and accepted according to the prospective employee's skills to meet company goals.

According to Suwatno and Priansa (2011:68), the recruitment process can be described as follows:

1. Determine the position to be filled through recruitment.  
"It is believed that recruitment must be carried out continuously to obtain quality human resources without taking into account vacancies in several positions."
2. Update job descriptions and job specifications for required positions.
3. Look for sources of qualified applicants.
4. Choose effective communication methods to attract qualified applicants.

### *Performance*

According to Mangkunegara (in Roidah Lina, 2020), "performance is the result of work in terms of quality and quantity achieved by an employee in carrying out their duties by the responsibilities given".

According to Riani Asri Laksmii (2013: 61) states that performance is the level of employee productivity in several results and behaviors related to the tasks given.

According to Wibowo (in Roidah Lina, 2020), in the context of performance implementation, employees who have the appropriate abilities, competencies, motivation and interests will be responsible for achieving good achievements or work results, both in terms of quality and quantity. In other words, performance is influenced by the ability and motivation of employees in carrying out their duties. According to Wibowo (in Roidah Lina, 2020), performance indicators consist of goals, standards, feedback, tools & facilities, and competencies.

According to Miner (1990) in Sutrisno (2010: 170-171), stated that performance is how a person is expected to function and behave by the tasks that have been assigned to him. Meanwhile, Irianto (2001) stated that employee performance is the achievement obtained by someone in carrying out their duties.

Miner (1990) in Sutrisno (2010: 172), suggests that in general four aspects of performance can be distinguished, namely as follows:

1. The quality produced, explains the number of errors, time and accuracy in carrying out the task.
2. Quantity produced, relates to the number of products or services that can be produced.
3. Working time, shows how much absence, tardiness and working time is done by employees
4. Cooperation, explaining how individuals help or hinder the efforts of their colleagues

## METHODOLOGY

This research was carried out at PT. Fokus Kualitas Utama located on Jl. Royal Residence, Babatan, Kec. Lakarsantri, Surabaya, East Java, from August 2023 to December 2023. PT. Fokus Kualitas Utama is a company that operates in the field of consulting, training and coaching institutions that focus on increasing company productivity.

In this research, the approach used is a qualitative approach which aims to find out or describe the reality of the events being studied to facilitate the acquisition of objective data. Sugiyono (2015:209) states that qualitative research methods are used by researchers on natural objects. According to Moleong (2017:6), qualitative research is research that aims to understand phenomena experienced by research subjects such as behavior, points of view, motivation, actions and so on as a whole and using descriptions in the form of words and language, at a time. special natural contexts by utilizing various natural methods.

Based on the explanation above, it can be seen that qualitative research is natural research and the data produced is descriptive. This research uses a qualitative approach with a case study type of research. This research focuses in depth on one particular object studying it as a case study. Case study data can be obtained from all parties concerned.

Research subjects are data sources that can provide information related to the research problem being studied. The technique for selecting research subjects uses a purposive sampling technique, which is chosen with certain considerations and objectives (Sugiyono, 2015:216).

Several qualifications determined by researchers as research subjects are those who are involved in research activities, and know and understand information related to research. Based on this, the subjects in this research were selected with the following qualifications:

1. Someone as the owner of the company
2. Someone who understands the company's recruitment selection procedures
3. Someone who sees the development of employee performance
4. Willing to be interviewed

In this research, the sources are sources within the company PT. Fokus Kualitas Utama. The three selected sources have different positions. Therefore, the determination of research subjects was carried out using purposive techniques or by the objectives or qualifications of the research population. The following is the data from the sources in Table 1 below.

Table 1. Informant data

No.	Name	Information
1.	RR	Company owner and resource person in providing employee work performance material to Klein companies, latest education is Masters degree with CBSCP, CPLM, LSSMBB
2.	THN	General manager of the company, last education S1
3.	JN	Company support staff in the support department, last education S1

The data collection techniques used in this research are:

1. Interview

According to Sugiyono (2015:72), an interview is a meeting where two individuals exchange information and ideas through questions and answers, to obtain conclusions or means on a particular topic. With the question guidelines that have been created by the author, it is hoped that these questions and statements will be more focused and make it easier to record the results of research data collection. In the context of research, interviews are conducted to collect direct and in-depth information from sources involved, for example, in observing the performance of new employees during the training period at the company. During the interview, the researcher asked the resource person to provide information about what happened, did, or felt every day when doing their work and saw the performance of new employees during the training period at the company.

The purpose of the interview is to obtain direct and in-depth information from several sources involved. Interviews are conducted face-to-face with the source so that personal contact occurs and it is possible to see the condition of the source

2. Observation

According to Sugiyono (2015:227), research begins by recording, analyzing and making conclusions about the implementation and results of the program as seen from whether or not there is business development owned by the students studying. This research uses participant observation techniques to obtain accurate and in-depth information.

### 3. Documentation

According to Suharsimi Arikunto (2014: 274), the documentation method involves searching for data regarding notes, transcripts, books, newspapers, magazines, inscriptions, minutes, agendas, and so on. Documentation in this research is in the form of recordings and photos.

This research uses the data triangulation method as a technique for measuring data authenticity. according to Wirawan, 2011: p 156 (Syifaul Adimah, 2020) Triangulation is a research approach that uses a combination of more than one strategy in a study to collect data from various sources or methods, to increase the validity and reliability of research. This technique can involve several types of triangulation, such as method triangulation, triangulation between researchers, theory triangulation, and data source triangulation. Through collecting and comparing data from multiple sources, triangulation helps reduce threats to the validity and reliability of data

This research uses method triangulation as explained by Moleong 2004:330 (Syifaul Adimah, 2020). Method triangulation is an approach in research that involves the use of various methods to collect data. In the context of qualitative research, method triangulation involves the use of methods such as interviews, observation, and documentation. By using various methods, researchers can obtain information that is more comprehensive and closer to the truth. Therefore, triangulation at this stage is carried out if the truth of the data or information obtained from research subjects or informants is doubtful.

This research was conducted by comparing data from sources regarding the influence of recruitment on employee performance obtained from interview techniques, observation and documentation. Researchers conducted interviews with the owner, general manager, and support staff about the impact of this recruitment on employee performance in the company. Next, to check the truth of the interview results, the researcher used observation or observations by looking directly at the condition of the company.

## RESULTS AND DISCUSSION

This research was conducted at PT. Fokus Kualitas Utama which is located at The Royal Residence 55, Surabaya, East Java. In this research, the subjects were three sources with different professions, including owner, general manager, and support staff.

The results obtained from interviews with the three sources mentioned who have different professions are that the recruitment process carried out by the company can be said to be sufficient to fulfill the procedures, but apart from that some shortcomings occur, namely the lack of experts who can see the potential and competence of prospective applicants. As with educational qualification requirements, it is something that needs to be paid more attention to, whether the education that the prospective applicant has previously completed meets and is related to the position to be applied for and the daily tasks that will be carried out, but in reality, the company's recruitment qualifications are not completely good. Due to the lack of employee availability

at the company and the company requiring employees to fulfill a position as quickly as possible, this ultimately means that the company does not examine in more detail the potential of potential applicants and the latest educational history required in that division. If you look at the position of the new employee, it is true that the implementation of daily tasks has been carried out quite well and according to the applicable SOP, but it still takes time for new employees to understand and learn the daily tasks that must be carried out.

Based on the interview, several important aspects of recruitment that need to be improved by leadership include:

1. Reliable HRD team: Companies need to have an HRD team that is effective in testing the potential of prospective employees
2. Recruitment and selection methods: Companies need to improve recruitment methods that are oriented to needs and suitability for the position.
3. Effective recruitment methods: Recruitment should employ effective methods, such as online screening and building relationships with expertise institutions so that the recruitment process becomes cost-effective
4. Professional recruitment facilities: Recruitment should provide adequate facilities to create a professional recruitment atmosphere.

Based on existing research results, recruitment has a positive effect on employee performance. However, employee performance at PT. Fokus Kualitas Utama is not yet fully in line with the company's expectations, as can be seen from employees being overwhelmed to the point that there are tasks they forget to do. Therefore, the right recruitment and selection process can help improve employee performance. Apart from that, service quality is a top priority because it concerns the good name of the company and customer loyalty in using the company's services.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the discussion that has been presented, it can be concluded that the recruitment applied to the company PT. Fokus Kualitas Utama is still said to be ineffective. This can be seen from employee responses and from researcher observations which prove that the recruitment produced by the company has not gone well, and has not met the company's needs. Therefore, companies still need evaluation so that in the future they can carry out better recruitment.

Based on this research, PT. Fokus Kualitas Utama pays very close attention to and evaluates the recruitment implemented by the company in meeting the company's human resource needs. So that with good recruitment, companies can get employees with superior, competent human resources who meet the qualifications needed by the company to fulfill the company's vision and mission in the future. On the other hand, you need to know that it is not only recruitment that can influence employee performance in a company, but many other factors also influence the high and low performance of a company.

## FURTHER STUDY

Suggestions for further research are to analyze the selection of recruitment methods: Identify and evaluate the various recruitment methods used by PT Fokus Kualitas Utama, such as internal recruitment, external recruitment, and the use of external recruitment agencies. How do each of these methods affect the selection of employees and their performance?

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