

ANALYSIS OF THE EFFECT OF RECRUITMENT, MANAGEMENT EFFORTS, SELECTION CRITERIA AND SERVICE QUALITY ON ORGANIZATIONAL PRODUCTIVITY WITH EMPLOYEE IMPROVEMENT AS A MODERATION VARIABLE

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ABSTRACT :

Organizational productivity is certainly inseparable from the influence of employee recruitment, how management efforts include various policies and practices implemented by managers in an effort to improve employee performance and productivity, selection criteria refer to attributes or characteristics used to select new employees in the recruitment process, then the quality of service with the support of employee improvement. The purpose of this study is to prove the influence of recruitment, management efforts, selection criteria and also the quality of servants on organizational productivity. The second objective is to determine the effect of employee improvement on organizational productivity. This research design uses a quantitative research approach with primary data sources. The population of this study was teachers and employees of SMP – SMA Yayasan Mutiara Ilmu Kisaran as many as 60 respondents. This research analysis technique uses path analysis with the help of SmartPLS software Decision making in this study uses a P-Value value with a significance value of 0.05 with assumptions if the P-Value < 0.05 is declared to have a significant effect on each research variable with a P-Value value of 0.5198558. The results of this study prove that the effect of recruitment has a positive and significant effect on organizational productivity, and does not have a positive and significant effect on employee improvement. Management's efforts have no effect on organizational productivity and on the contrary have a positive effect on employee improvement. Selection criteria have a positive and significant effect on organizational productivity and selection criteria do not affect employee improvement. Service quality has a positive and significant effect on organizational productivity and service quality also has a positive and significant effect on employee improvement.

Keywords: Recruitment, Management Efforts, Selection Criteria, Service Quality, Employee Improvement, Organizational Productivity.

INTRODUCTION

To increase organizational productivity, many factors need to be considered, including recruitment, management efforts, selection criteria, and service quality. Effective recruitment can ensure that organizations get employees

who are qualified, competent, and have the potential to contribute optimally. Good management efforts, such as employee training and development, performance recognition, and effective communication, can give employees a positive boost and

increase their motivation. Proper selection criteria are also important to ensure that the employees recruited are in line with the demands of the job and the culture of the organization. In addition, high service quality can increase customer satisfaction and affect the positive image of the organization.

However, in the context of this influence, it is also important to consider the role of moderation variables, namely employee improvement. Employee improvement through training, development, and coaching can improve employee abilities, knowledge, and skills. Employee improvement can moderate the relationship between factors such as recruitment, management effort, selection criteria, and service quality and organizational productivity. In other words, employee improvement can reinforce or weaken the influence of those factors on organizational productivity.

With the advent of positive psychology (PS), positive psychologists began to fill in the literature gaps that discussed the influence of individual positive traits on employee performance and organizational productivity and how it could be improved by identifying these traits and building organizational policies based on them (Kour et al., 2019)

Corporate decision-makers want to maximize organizational productivity, and look for evidence in the form of well-established metrics and measurable economic effects on which to base their decisions. There is a long history of research that establishes the relationship between the physical environment of an office and the comfort of its occupants (Brill, Margulis, Konar, & BOSTI Associates 1984; Solar storm 1986) (Newsham et al., 2022).

LITERATURE REVIEW

Human Resource Theory.

This theory views employees as valuable resources for the organization, this theory is used to understand how effective recruitment, adequate management efforts, good selection criteria, and high quality of service can help increase organizational productivity by optimizing the use of human resources.

Organizational Efficiency Theory

This theory focuses on efforts to improve organizational efficiency and productivity through improvements in resource management and work processes, this theory can be used to understand how efficient recruitment practices, directed management efforts, strict selection criteria, and good service quality can

Received : Juli, 15,2023
Revised : Juli, 23,2023
Available online : Juli, 30, 2023

contribute positively to organizational productivity.

Job Satisfaction Theory

Emphasizing the importance of job satisfaction as a factor affecting employee performance and productivity, it can be used to understand how factors such as proper recruitment, supportive management efforts, fair selection criteria, and adequate service quality can affect employee satisfaction, which in turn has the potential to increase organizational productivity.

Moderation Theory

This theory focuses on how moderation variables can affect the relationship between independent and dependent variables, this theory can be used to understand how employee improvement can moderate the relationship between factors such as recruitment, management efforts, selection criteria, and service quality with organizational productivity. This theory will help explain how employee improvement affects the interaction between those variables.

Recruitment Influence

Recruitment refers to the process of hiring new employees in the organization. The quality of recruitment can affect the productivity of an organization. If the recruitment process is done well and identifies candidates that fit the needs of the organization, then the possibility of higher productivity can be achieved. Effective recruitment can bring employees who are qualified, competent, and have the potential to contribute significantly to the organization. With

The existence of good recruitment and selection will be able to support employee performance, where performance is one of the most important factors to achieve company success, performance is a comparison between output (output) with input (input) (Hindriari, 2018).

Management Efforts

Management efforts include various policies and practices implemented by managers in an effort to improve employee performance and productivity. This can include employee training and development, coaching, rewards and recognition, effective communication, and clear and measurable goal setting. Strong management efforts can provide a positive boost for employees and increase their motivation and commitment to the

organization, which in turn can increase productivity.

Selection Criteria

Selection criteria refer to the attributes or characteristics used to select new employees in the recruitment process. The right selection criteria can help organizations identify candidates who are best suited to the demands of the job and organizational culture. Employees who meet good selection criteria tend to have higher match rates with jobs that have a positive impact on productivity.

Quality of Service

Quality of service refers to an organization's ability to provide services that meet or exceed customer or client expectations. High service quality can create customer satisfaction, build loyalty, and improve the positive image of the

organization. Employees who interact directly with customers or clients play an important role in ensuring good service quality. The tendency of low quality of services provided by bureaucracy in Indonesia, occurs in all organizations or government bureaucracies (Rasyid, 1997) (Nurdin, 2019).

Organizational Productivity

Organizational productivity refers to the level of efficiency and effectiveness with which organizations use their resources to create set goals. It is an important performance measure for organizations, as it affects their ability to compete, survive and grow in a competitive marketplace. Organizational Productivity is the ratio of Output and Input of a production process in a certain period (Suafri, 2017). (Puspaningtyas Faeni et al., 2021)

RESEARCH METHODS

Research Sample

The sampling technique used random sampling on teachers and employees of

Yayasan Mutiara Ilmu Kisaran Junior and Senior High School as many as 60 respondents through questionnaire data.

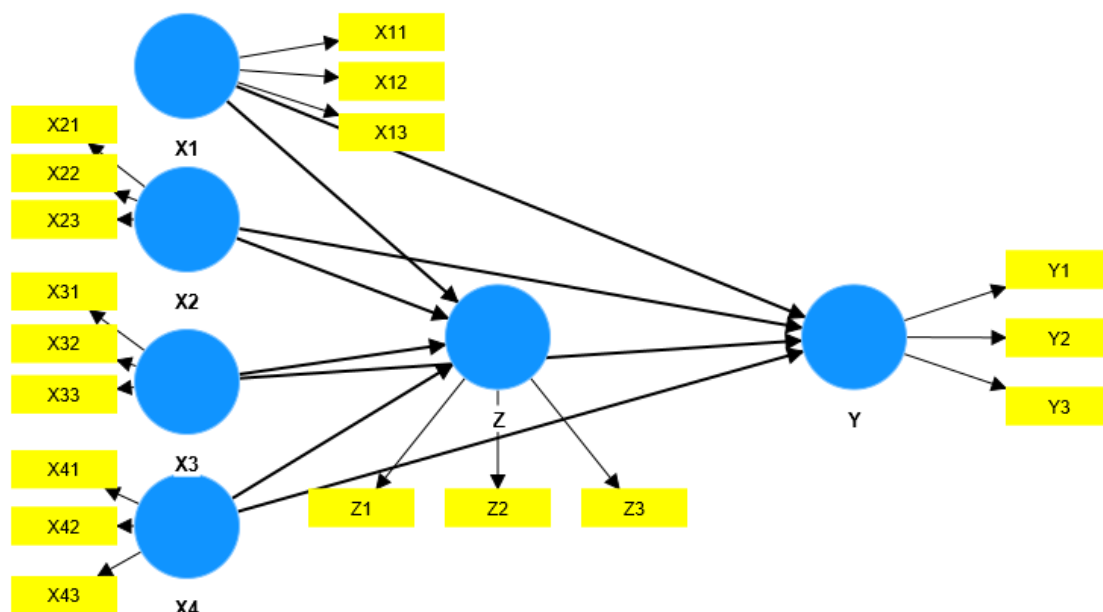
Received : Juli, 15,2023

Revised : Juli, 23,2023

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Table 1 Variables and Indicators

Variable		Notation	Indicators
Variable Free	Recruitment (X1)	X1.1	Position Fill Rate
		X1.2	Hiring Time
		X1.3	Candidate Search Sources
	Management Effort (X2)	X2.1	Quality of Execution
		X2.2	Cost Efficiency
		X2.3	Operational Performance
	Selection Criteria (X3)	X3.1	Education and qualifications
		X3.2	Work Experience
		X3.3	Learning and Adaptability
Variable Bound	Training Quality (X4)	X4.1	Participant Assessment
		X4.2	Participation Rate
		X4.3	Attendance Rate
	Organizational Productivity (Y)	Y1	Output per man-hour
		Y2	Revenue Per Employee
		Y3	Increased Efficiency
Intervening	Employee Improvement (Z)	Z1	Performance Evaluation
		Z2	Skills and Competencies
		Z3	Feedback and Evaluation

**Figure 1 Research Conceptual Framework.**

Research Hypothesis

1. There is a positive relationship between the quality of recruitment and organizational productivity.
2. There is a positive relationship between the quality of recruitment and employee improvement
3. There is a positive relationship between management efforts and organizational productivity, the higher the level of management effort, the higher the level of organizational productivity
4. There is a positive relationship between management efforts and employee improvement
5. There is a positive relationship between strict selection criteria and organizational productivity, the more stringent the selection criteria, the higher the level of organizational productivity.
6. There is a positive relationship between management's efforts and the level of employee improvement
7. There is a positive relationship between high service quality and organizational productivity, the higher the service quality, the higher the level of organizational productivity.
8. There is a positive relationship between the quality of service and the level of employee improvement.

ANALYSIS AND DISCUSSION

Research Model Test Analysis

This study used Partial Least Square consisting of Inner model, Outers model and Weight relation In short. reference using PLS-SEM (Leguina, 2015). Decision making in this study uses values P-Value with a significance value of 0.05 with asumsi if P-Value < 0.05 is stated to have a significant effect on each research variable with a value of P-Value 0,5198558.

Received : Juli, 15,2023

Revised : Juli, 23,2023

Available online : Juli, 30, 2023

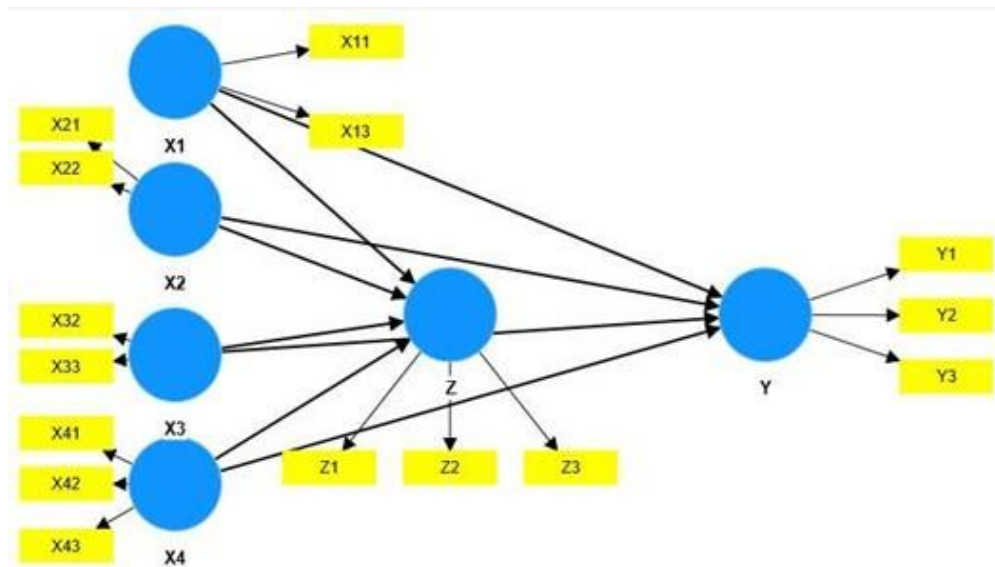


Figure 2 Structural Model Test Results

Table 2 Hypothesis Test Results.

Path coefficients - Mean, STDEV, T values, p values					
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1 → Y	0.224	0.248	0.098	2.286	0.024
X1 → Z	-0.097	-0.099	0.107	0.907	0.367
X2 → Y	0.201	0.159	0.125	1.614	0.110
X2 → Z	0.576	0.617	0.099	5.805	0.000
X3 → Y	0.254	0.250	0.099	2.558	0.012
X3 → Z	0.028	0.004	0.081	0.350	0.727
X4 → Y	0.367	0.392	0.144	2.556	0.012
X4 → Z	0.464	0.439	0.096	4.828	0.000

DISCUSSION

The hypothetical results of testing each variable in the study Analysis of the Effect of Recruitment, Management Efforts, Selection Criteria and Service Quality on Organizational Productivity with Employee Improvement as a Moderation Variable are as follows:

The effect of recruitment has a positive and significant effect on

organizational productivity, and does not have a positive and significant effect on employee improvement. Management's efforts have no effect on organizational productivity and on the contrary have a positive effect on employee improvement. Selection criteria have a positive and significant effect on organizational productivity and selection criteria do not affect employee improvement. Service

quality has a positive and significant effect on organizational productivity and service quality also has a positive and significant effect on employee improvement.

CONCLUSION

This research proves that the better the recruitment process for employees to be hired, the better the productivity of the organization, this means that the first hypothesis is accepted, and employee improvement does not necessarily affect the productivity of the organization, this proves that the second hypothesis is not accepted. The selection criteria had no effect on organizational productivity and the third hypothesis was rejected. Employee improvement affects organizational productivity and the fourth hypothesis is accepted. The fifth hypothesis is accepted because it has a positive and significant effect on organizational productivity. Furthermore, the selection criteria variable has no effect on employee improvement, stating that the sixth hypothesis is rejected, the seventh hypothesis has a positive and significant effect and the hypothesis is accepted.

This study has research limitations, namely on variables that are not considered, there is a possibility that there are other factors in this study that can affect the relationship between the variables studied, variables that are not included in the

research model can cause incomplete results and for future research is expected to pay attention to this for further findings related to external factors in the form of changes in organizational policies, Economic conditions, social changes that occur during the study that may affect the validity and generalization of subsequent studies.

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Received : Juli, 15, 2023

Revised : Juli, 23, 2023

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