The Impact Of Employee Selection On Work Productivity
(Case Study At PT. Prima Alloy Steel Universal Gedangan)

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Abstract. *In efforts to manage existing resources, many problems are encountered, because not all resources are available in abundance. There may be difficulties in obtaining these resources, such as funding sources. Machines and also limited management skills. One of these resources or resource factors is the human factor. Without humans it is impossible to carry out an activity, therefore, to ensure the continuity of the business activity, it is very necessary to pay attention to human resources as a determining factor for the smoothness and success of the company, in achieving the company's predetermined goals. Therefore it requires special handling in its management, both regarding planning, procurement and development. To procure these workers, good selection is needed, even though there are workers who need work and on the other hand the company needs them, the company does not just attract workers haphazardly. If the process of procuring workers in a company is not paid enough attention, it is likely that the workers obtained will be less capable and skilled, and less able to be developed. This can lead to many errors in carrying out tasks which will affect work productivity within the company. To avoid the losses mentioned above, companies must try to obtain capable and skilled workers and must make the best use of them.*

Keywords: Selection, Employees, productivity, Work

1. INTRODUCTION

Background of the problem

A form of business or every company, whether handled by the government or the private sector, in managing and carrying out its business activities uses various production factors, including human production factors. This is because the role of human resources in the development process is increasingly felt to be important.

In efforts to manage existing resources, many problems are encountered, because not all resources are available in abundance. There may be difficulties in obtaining these resources, such as funding sources. Machines and also limited management skills. One of these resources or resource factors is the human factor.

Without humans it is impossible to carry out an activity, therefore, to ensure the continuity of the business activity, it is very necessary to pay attention to human resources as a determining factor for the smoothness and success of the company, in achieving the company's predetermined goals. Therefore it requires special handling in its management, both regarding planning, procurement and development.

To procure these workers, good selection is needed, even though there are workers who need work and on the other hand the company needs them, the company does not just attract workers haphazardly. If the process of procuring workers in a company is not paid enough attention, it is likely that the workers obtained will be less capable and skilled, and less able to be developed.

This can lead to many errors in carrying out tasks which will affect work productivity within the company. To avoid the losses mentioned above, companies must try to obtain capable and skilled workers and must make the best use of them.

Therefore, it is better to make a more effective selection, the company requires sacrifices that are not small in terms of time, energy and costs, even though the profits that will be obtained will be much greater than these sacrifices. In this way, the selection of the right prospective employees will be able to support the company's development in the future.

Formulation of the problem

Every company, whether a legal entity or not a legal entity, must have a goal, because the company goal is the first and most important step in every company. Therefore, to achieve this goal, companies must immediately overcome problems that arise or at least reduce them to a minimum within a company.

After the author conducted research at PT. Prima Alloy Steel Universal Gedangan turns out the problem the company is facing is experiencing a decline in work productivity.

2. LITERATURE REVIEW

Theoretical basis

a. Understanding Productivity and Influencing Factors

In the opinion of J. L. Wetik (1975:3) it is as follows:

Productivity is a comparison between output or output and input. Human resources can consist of production factors. For example, land, buildings, machinery, equipment, raw materials and employees.

Specifically, employee work productivity is a relationship between work results or output and the time required to produce a product from an employee or input. In other words, it can be said that an employee has high work productivity, if he produces more products in a predetermined time unit or if he is able to produce products in accordance with the standards set by the company in a shorter time unit.

Factors that influence employee work productivity include:

a) Adequate work quality.

b) Facilities or facilities available within the company:

c) Management's ability to use existing resources optimally and create a good quality work system.

Understanding Human Resource Management

Human resource management is a branch of management, which focuses on human matters within an organization. The humans referred to in this case are all of the workforce in the company who have feelings, personal goals, characteristics and temperaments that are different from each other, so that in realizing the company's goals they must be able to manage so that the workforce achieves the goals that have been set.

In the opinion of T. Hani Handoko (1988:8) it is as follows:

Human resource management is the attraction, selection, development, maintenance and use of human resources to achieve individual and organizational goals.

Understanding Personnel Management

As is known, management is a branch of economics, because it is also a science, and is also the art of completing work through other people, so personnel management is both an art and a science. The field of personnel management is a broad field of knowledge, which will involve the fields of psychology or psychology, sociology, economics and administration.

For further clarity, the author will present opinions from experts regarding personnel management.

In the opinion of Drs. EC. Alex S. Nitisemito (1986:9) is as follows:

Personnel management is a science and art for carrying out, among other things, planning, organizing, controlling, so that effectiveness is possible in achieving goals.

In the opinion of M. Manullang (1982:7) it is as follows:

Personnel management is the art and science of planning, implementing and controlling labor to achieve predetermined goals with employee satisfaction.

In the opinion of Heidjrachman Ranupandojo and Suad Husnan (1983:5) it is as follows:

Personnel management is planning, organizing, directing and supervising the procurement, development, compensation, integration and maintenance of a workforce with the aim of helping achieve company, individual and community goals.

From the opinions of the experts above, although they have different opinions, basically they have management that focuses on personnel or personnel issues, which is the art of carrying out operational functions in an effort to achieve predetermined goals effectively and efficiently.

Important factors that need to be considered in

a. Implementation of Workforce Selection

When selecting employees in order to obtain maximum results, the factors that need to be considered in carrying out the selection include:

a) Age.

b) Gender.

c) Education.

d) Experience.

e) Talent.

f) Cooperation.

g) Responsibility.

b. Factors That Influence Labor Selection

There are several factors that influence workforce selection, which can be broadly divided into 2 (two) categories, namely:

1. Internal factors.

2. External factors.

c. Internal Factors

In general, there are internal weaknesses, so selection officers are obliged to examine carefully and seriously the data or certificates submitted by applicants, whether they really meet the requirements and can be accounted for.

The 3 (three) weaknesses are:

a) Connection or Relationship Factors.

b) Inaccuracy.

c) There are errors in preparation.

d. External Factors

The difficulties experienced by companies in attracting workers from outside the company are as follows:

a) It is difficult to attract workers who are ready and not ready to use. This situation certainly narrows the possibility of getting the kind of workforce required.

b) It is difficult to measure or assess the morals and mentality of prospective workers because it often happens that when a selection is held, the morals and mental health of a prospective worker are rated as good, apart from that, it is also due to influence.

e. Understanding the Goals and Importance of Workforce Selection

This means that we get a good workforce for now and in the future. If this is not the case, the company will have difficulties in the future.

For example, there is a decrease in work enthusiasm and enthusiasm as well as a high level of labor turnover, this can occur because the workforce received does not have the potential to keep up with the company's developments. Therefore, companies must determine the things that need to be selected, determine appropriate methods and selection officers who are expert, honest and objective. In this way, the selection carried out will get good results. In the opinion of Drs. EC. Alex S. Nitisemito, Selection is a company activity to be able to select the most workers and in the right number from the candidates it receives. In the opinion of T. Hani Handoko (1985:67) Selection is a series of activity steps used to decide whether an applicant is accepted or not.
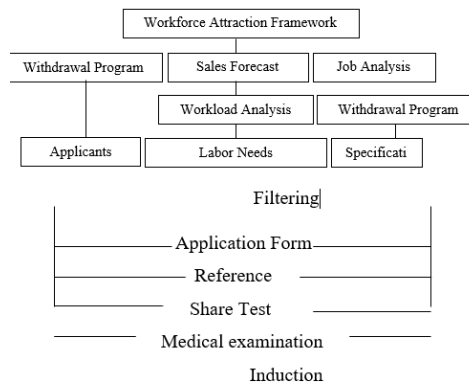

Figure 1. Workforce Attraction Framework

Source: Heidjrachman Ranupandojo and Suad Husnan. 1990. Personnel Management.

Fourth edition. Yogyakarta. BPPFE. pg 43.

Currently, most government agencies and large companies that carry out selection often face problems. This is due to the still strong influence of the connection and relationship

system, as a result there will be recruitment of workers that is not in accordance with expectations, therefore to get workers who meet the requirements and have qualifications that match the positions available.

f. Methods - Methods of Conducting Selection

Selecting workers is not an easy job, but if you only know the applicant's physical condition, it is still easy, but knowing their psychological abilities is very difficult to measure, therefore careful selection is needed which will help in advancing the company.There are several workforce selection procedures to compare job specifications within the company.

To do this, select the steps to be used, namely:

1) Preliminary Interview.
2) Filling out the form.
3) Checking References.
4) Psychological Test.
5) Interview.
6) Direct Supervisor Approval.
7) Health Checkup.
8) Induction or Orientation.

Psychological Test

This is usually done by large companies, while small companies generally only use interviews in selecting prospective employees.

There are several types of psychological tests, namely:

a) Achievement Test or Achievement Test.
b) Talent Test or Aptitude Test.
c) Intelligence Test or Intelligence Test.
d) Interest Test or Interset Test.
e) Personality Test or Personality Test.

g. Interview

An interview is a formal or verbal and in-depth conversation conducted to evaluate whether or not a prospective employee will be accepted. It is a selection technique that is commonly used and has a high level of flexibility because it can be determined for both managerial or operational, high or low skilled and staff candidates.

h. Immediate Supervisor Approval

After the applicant has passed the selection steps above, at this stage the supervisor will accept or reject the applicant and perhaps the personnel department will also be given the authority to determine whether or not the applicant will be accepted.

i. Medical examination

This examination can be carried out by doctors from the company or doctors from outside the company to prevent the possibility of having employees who are often sick, so that the company is forced to pay high medical costs.

j. Induction or Orientation

At this stage the employee has received this induction regarding ma wrong introduction and adjustment of new employees to the company.

This induction stage is an important stage, employees who are given a trial period of 3 months or 6 months will determine the success of the candidate's actions and adjustment to the supervisor and new employee. Overall.

k. Understanding Labor Procurement

In the opinion of I. G. Wursanto it is as follows:

Labor procurement is an activity carried out by personnel managers to obtain and increase labor from labor sources to fill vacant positions.

From the statement above, it can be concluded that companies need good knowledge about labor sources so that companies can make an assessment of which various labor sources are good to use as a place to take the needed labor. For this reason, labor procurement should not be ignored because it is useful for getting workers who are in line with what the company wants.

l. The Relationship Between Labor Selection and Work Productivity

From the description above regarding the selection of prospective workers, it can be concluded how important the role of workforce selection is required by the company. If we carry out the selection process poorly or less effectively, it will affect the quality of the employees we accept, namely that the employees concerned do not have the ability in their field of work.

To replace previous employees, this will indirectly increase labor turn over. On the other hand, if employee selection is carried out appropriately and more selectively, the employees obtained will have abilities that are in accordance with those required by the company, so that the expected work productivity can be achieved and labor turn over can be reduced.

m. Analysis Model

The analytical model used in this research is Multiple Linear Correlation analysis, namely to determine the influence of the independent variable and the dependent variable. The formula used in the calculation according to Anton Dajan (1986:314,315,318) is:

$$r = \frac{n\ (\Sigma xy) - (\Sigma x)\ .\ (\Sigma y)}{\sqrt{n\ .\ (\Sigma x^2) - (\Sigma x)^2}\ .\ \sqrt{n\ .\ (\Sigma y)^2 - (\Sigma y)^2}}$$

Where :

r   = Correlation Coefficient

x   = Free or Independent Variable

y   = Dependent or dependent variable

n   = Number of data

Companies that have competence in the fileds of marketing, manufacturing and innovation can make its as a sourch to achieve competitive advantage (Daengs GS, et al. 2020:1419).The research design is a plan to determine the resources and data that will be used to be processed in order to answer the research question. (Asep Iwa Soemantri, 2020:5).Standard of the company demands regarding the results or output produced are intended to develop the company. (Istanti, Enny, 2021:560).Time management skills can facilitate the implementation of the work and plans outlined. (Rina Dewi, et al. 2020:14).Saat mengumpulkan sumber data, peneliti mengumpulkan sumber data berupa data mentah. Metode survei adalah metode pengupulan data primer dengan mengugunakan pertanyaan tertulis(Kumala Dewi, Indri et all, 2022 : 29). The Research model or framework is intended to further clarify the essence of the discussion of previous research result and the theoretical basis in the research, including the relationship between influential variables. (Enny Istanti, et al. 2024 : 150)

3. RESEARCH METHODS

Research Approach

The approach used in writing this thesis is a qualitative approach because this preparation uses an analysis model and understanding through various tests which aim to measure a variable so that it is easier to understand statistically.

Data Types and Sources

In this research, the type of data used is qualitative data, where the data is obtained from the results of questionnaires and information obtained from companies, whose activity data includes employee selection on work productivity.

The data sources used are divided into 2 (two), including:

1. **Secondary Data**

   Secondary data is data obtained from outside the company   research is carried out that can support researchers, including: work productivity, production amount and number of workers.

2. **Primary Data**

   Primary data is data obtained from the company where the research was conducted by means of interviews, observations and face to face meetings interested party.

Analysis Techniques

In processing the data the author uses:

a. Quantitative Methods

In testing or solving steps based on quantitative methods This author uses Simple Linear Correlation testing a - The variables that will be correlated are the number of employee selections, with production realization. To find out how far the influence of employee selection on re- production realization, the author will present calculations using -

Simple Linear Correlation with the following formula:

$$r = \frac{n\,(\Sigma xy) - (\Sigma x)\,.\,(\Sigma y)}{\sqrt{n\,.\,(\Sigma x^2) - (\Sigma x)^2}\,.\,\sqrt{n\,.\,(\Sigma y)^2 - (\Sigma y)^2}}$$

Information :

  r   = Correlation Coefficient

  x   = Free or independent variable

y   = Dependent or dependent variable

n   = Number of data

b. Qualitative Method

As a basic framework in qualitative methods the author created a method as follows :

Tabel Metode Kualitatif

Leader	Employee	Work Productivity Level
- The selection carried out is less selective	- Work as you please - Low sense of responsibility for work	Decrease
- A written guideline or steps on how to accept employees are created	- Placed according to education and expertise	Increase
- Productivity is less effective	- Employee welfare is not met	Decrease
- Effective productivity	- Employee welfare is met	Increase

According to the author, leadership actions in the implementation of selection must be taken into account, employee welfare must be taken into account, which can increase employee work productivity. If written guidelines or steps for accepting good employees are made, where employees who have been accepted are placed according to their education and expertise, production results can be achieved.

4. RESULTS AND DISCUSSION

General Description of Research Subjects and Objects

PT. Prima Alloy Steel Universal was founded as a legal entity company in the form of a limited liability company, officially established in 1987. The main goal of PT. Prima Alloy Steel Universal is as follows:

a) Meeting community needs.

b) Create job opportunities.

c) Make a profit.

PT. Prima Alloy Steel Universal is engaged in the business of manufacturing No. Steel Ladder Back chairs. DC Code. 0021. Land status of PT. Prima Alloy Steel Universal Certificate of Ownership.

PT. Prima Alloy Steel Universal is a Limited Liability Company business entity. The survival of the company depends on the company's choice of location in a particular place.

Domicile and residence of PT. Prima Alloy Steel Universal is one with its technical and administrative activities in the Gedangan Sidoarjo area, East Java Province, with consideration

that the location selection is based on the following matters:

Primary Factors

Primary factors are divided into 4 (four) types, namely:

a) Need

Labor requirements are easy to obtain so that companies can Looking for workers close to the company location.

b) **Transportation**

In this case, transportation of raw materials does not experience difficulties. The company provides transportation to pick up and drop off employees who live far from the company location.

c) **Telecommunication**

Telephone networks have been provided by companies collaborating with de - with Perumtel, to facilitate working relationships with consumers - men, both from within the country and from abroad.

d) **Power Factor**

The power factor used, such as electric power, engines, does not matter

barrier because these factors are easy to fulfill.

Secondary Factors

This company's capital technically comes from credit assistance banks that already have a relatively good credit system and plus personal capital.

In carrying out the writing, the research object was PT. Prima Alloy Steel Universal which is engaged in the business of manufacturing Ladder Back Steel chairs No. DC Code. 0021.

From research that the author obtained from PT. Prima Alloy Steel Universal shows that the problem faced by the company is experiencing a decrease in work productivity.

$$\text{Deviation from average production} = \frac{\text{Production Deviation}}{\text{Production Targets}}$$

$$= \frac{3.915 \times 100}{135.450}\ \%$$

$$= 2{,}89\ \%$$

Source: PT. Prima Alloy Steel Universal

$$\text{Penyimpangan rata} - \text{rata produksi} = \underline{\text{Production Deviation}}$$

$$\text{Production Targets}$$
$$= \quad \frac{11.892 \ \times \ 100}{126.900} \ \%$$
$$= \quad 9{,}37 \ \%$$

The total number of employees of PT. Prima Alloy Steel Universal in 2005 – 2007 as many as 2000 people with the following details:

- For staff of 226 people.
- For the production section of Plants I – III there are 1774 people.

Working Days and Working Hours

Working days and working hours are the time used in carrying out production processes and other activities within the company. Working days and working hours at PT. Prima Alloy Steel Universal as follows:

1. Working days in 2005 – 2006 working hours:
   - Monday to Saturday 07.00 WIB to 16.00 WIB
   - Rest at 12.00 WIB
   - Total working hours one day is 8 hours
2. Working days in 2007:
   - Monday to Friday 07.00 WIB to 16.00 WIB
   - Rest at 12.00 WIB
   - Saturday off

To calculate the average working days and work for 1 year as follows

Formula :

$$\frac{\text{Total working days}}{12 \ \text{Month}} \qquad\qquad \frac{\text{Total working hours}}{12 \ \text{Month}}$$

Labor Turnover

Labor Turn Over is defined as the turnover of active or inactive workers or the entry and exit of employees in a company. If a company has high labor turnover, it means that the company is experiencing losses, and the company's goals are not being achieved. Labor Turn Over is an indicator of employee stability.

LTO Formula:

$$LTO = A + S : \frac{P1 + P2}{2} x \frac{360}{M}$$

LTO = Labor Turnover

A   = Active or incoming workforce

S   = Inactive or leaving workforce

P1   = Number of employees for the first month

P2   = Number of employees last month

360   = Number of days in 1 year

M   = Number of working days for 1 year

Selection

The selection used at PT. Prima Alloy Steel Universal is a direct interview by the Testing Team (Personnel Section) after which the Management uses it to determine whether or not the employee is accepted, by attaching data regarding the applicant and the results of the interview from the personnel section.

Discussion

Simple Linear Correlation Calculation

To find out how much influence employee selection has on production realization, the author will present calculations using Simple Linear Correlation as follows:

Information :

r   = Correlation Coefficient

x   = Free or independent variable

y   = Dependent or dependent variable

n   = Number of data

$$r = \frac{n\,(\Sigma xy) - (\Sigma x)\,.\,(\Sigma y)}{\sqrt{n\,.\,(\Sigma x^2) - (\Sigma x)^2}\,.\,\sqrt{n\,.\,(\Sigma y)^2 - (\Sigma y)^2}}$$

$$= \frac{12\,(19.595.742) - (1.774)\,.\,(132.558)}{\sqrt{12\,(262.340) - (1.774)^2}\,.\,\sqrt{12\,(1.466.230.554) - (132.558)^2}}$$

$$= \frac{265.157.892 - 235.148.908}{\sqrt{3.148.080 - 3.147.076}\,.\,\sqrt{1.759.476.665 - 1.757.162.336}}$$

$$= \frac{8.988}{\sqrt{1.004} \; . \; \sqrt{2.314.329}}$$

$$= \frac{8.988}{31{,}68595914 \; \times \; 1521{,}291885}$$

$$= \frac{8{,}988}{48203{,}59236} \; \times \; 100\%$$

$$= 18{,}64 \; \%$$

Information :

r = Correlation Coefficient

x = Free or independent variable

y = Dependent or dependent variable

n = Number of data

$$r = \frac{n \, (\Sigma xy) \, - \, (\Sigma x) \, . \, (\Sigma y)}{\sqrt{n \, . \, (\Sigma x^2) \, - \, (\Sigma x)^2} \; . \; \sqrt{n \, . \, (\Sigma y)^2 \, - \, (\Sigma y)^2}}$$

$$= \frac{12 \, (19.175.499) \, - \, (1.749) \, . \, (131.535)}{\sqrt{12 \, (255.123) \, - \, (1.749)^2} \; . \; \sqrt{12 \, (1.443.406.797) \, - \, (131.535)^2}}$$

$$= \frac{230.105.988 \, - \, 230.054.715}{\sqrt{3.061.476 \, - \, 3.059.001} \; . \; \sqrt{1.732.088.156 \, - \, 1.730.145.623}}$$

$$= \frac{51.273}{\sqrt{2.475} \; . \; \sqrt{2.314.329}}$$

$$= \frac{51.273}{49{,}749372186 \; \times \; 1393{,}747825}$$

$$= \frac{51.273}{6{,}933807882} \; \times \; 100\%$$

$$= 73{,}94 \; \%$$

r   = Correlation Coefficient

x   = Free or independent variable

y   = Dependent or dependent variable

n   = Number of data

$$r = \frac{n \, (\Sigma xy) \, - \, (\Sigma x) \, . \, (\Sigma y)}{\sqrt{n \, . \, (\Sigma x^2) \, - \, (\Sigma x)^2} \; . \; \sqrt{n \, . \, (\Sigma y)^2 \, - \, (\Sigma y)^2}}$$

$$= \frac{12 \, (15.686.784) \, - \, (1.633) \, . \, (115.008)}{\sqrt{12 \, (222.925) \, - \, (1.633)^2} \; . \; \sqrt{12 \, (1.848.324.690) \, - \, (115.008)^2}}$$

$$= \frac{188.241.408 \ - \ 187.808.064}{\sqrt{2.675.100 \ - \ 2.666.689}_{433.334} \ . \ \sqrt{2.217.989.628 \ - \ 1.322.684.006}}$$

$$= \frac{433.334}{\sqrt{8.411} \ . \ \sqrt{895.305.622}}$$

$$= \frac{433.334}{91.71150419 \ x \ 29921,65808}$$

$$= \frac{433.334}{2744160,27} \ x \ 100\%$$

$$= 15,79 \ \%$$

Thus, the number of employee selection for the implementation of the production process with actual production in 2005 - 2007 is:

- In 2005 it was 18.4%

- In 2006 it was 73.94%

- In 2007 it was 15.79%

Which is due to the changes or realizations experienced by PT. Prima Alloy Steel Universal which the author has stated above occurs because the employee recruitment process carried out so far has been less profitable or in other words, the employee recruitment selection carried out so far has been poor, poorly planned and lacked direction, which means the correlation between the two variables above is very strong. And have a positive relationship.

Thus, it can be said that the level of employees who are active or inactive in carrying out the production process occurs together with a decrease in production realization. Based on the quantitative method above, it can be concluded that employee selection as part of the implementation of the production process is one of the factors that can cause a decrease in production results.

For this reason, it is necessary to get attention from the leadership and personnel department to improve the quality of employees so that production results can be increased in accordance with the production targets set by the company. This research will be conducted in three phases : measurement model (external model), structural model (internal model), and hypothesis testing. (Pramono Budi,et al., 2023 ; 970) Melalui proses tersebut, karyawan diberikan pelatihan dan pengembangan yang relevan dengan kinerja pekerjaannya, sehingga diharapkan dapat menjalankan tanggung jawab pekerjaannya dengan sebaik - baiknya. (Abdul Aziz Sholeh et.al. 2024 :82) Memilih merupakan bagian dari suatu upaya pemecahan sekaligus sebagai bagian dari proses pengambilan keputusan. Oleh karena itu dibutuhkan keputusan pembelian yang tepat (Kristiawati Indriana et.al. 2019 : 28) Kerja sama antara pemerintah, industri,

lembaga penelitian dan masyarakat sipil dalam merancang menerapkan, Komitmen dan kerja sama yang kuat dari seluruh pemangku kepentingan menjadi kunci keberhasilan upaya - upaya tersebut. (Gazali Salim et al. 2024 : 63) The SERVQUAL model includes calculating the difference between the values given by customers for each pair of statements related to expectations and perceptions (Diana Zuhro et al. 2024 : 98)

5. CONCLUSION

From the discussions that are interconnected with the problems that have been described in chapter by chapter, it can be concluded that the company PT. Prima Alloy Steel Universal is a lack of good selection, in the sense that work productivity decreases and results in a high level of Labor Turn Over.

Decreasing level of employee work productivity at PT. Prima Alloy Steel Universal is caused by a lack of good, planned and directed selection applied when protecting the workforce, especially employees in the production process.

For good labor procurement or labor selection and to reduce the high Labor Turn Over, it is necessary to have guidelines and instructions as well as the necessary steps in good, directed, planned and written labor selection, so that productivity results and production targets can be achieved. achieved.

The research results show that employee selection as part of the implementation of the production process is one of the factors that can cause a decrease in production results.

6. SUGGESTIONS

Suggestions that the author can put forward to support readers just a problem with the company PT. Prima Alloy Steel Universal includes:

1. Companies must be responsive and selective in selection
   workforce that will be employed and always pay attention to the welfare of
   employee statements, in order to increase productivity.
2. Efforts are made to ensure communication or cooperation between each
   Animals in each group are well maintained and well-knit.

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