

The Effect Of Recruitment And Turnover On The Performance Of Employees In The Transportation Division Of Pt Raf Cahaya Lestari

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Abstract

This study aims to analyze the effect of recruitment and turnover on employee performance in the transportation division of PT Raf Cahaya Lestari. The research applied a quantitative approach with a saturated sampling technique, in which all employees were taken as respondents. Data were collected through likert-scale questionnaires. The data were analyzed using multiple linear regression with the help of SPSS. The results show that partially, recruitment does not have a significant effect on employee performance (sig. 0,927 > 0,05), while turnover has a positive and significant effect (sig. 0,00 < 0,05). Simultaneously, recruitment and turnover significantly influence employee performance, as indicated by an F-value of 16.675 > F_{table} 3.257. This means that 25,7% of employee performance variation is influenced by the two variables, while the remaining 74,3% is explained by other factors beyond this study.

Keywords: *Recruitment, Turnover, Employee Performance*

INTRODUCTION

In an era of globalization marked by technological developments and increasingly fierce business competition, every organization is required to have high-quality human resources. High-quality human resources are measured not only by technical skills, but



also by the compatibility between employees' personal values and corporate culture, as well as their competence in facing organizational challenges. (Maharani & Vembriati, 2019)

Human resources are resources that are utilized to synergize and mobilize other resources so that the organization's goals can be achieved (Christian & Kurniawan, 2021). Without human resources, other resources are idle and less useful in achieving these goals (Simbolon, 2022). Likewise, the survival of a company depends on the extent to which the company is able to utilize existing opportunities and deal with problems outside the company with all the potential of its human resources. The availability of quality resources is an infinite asset for a company (Kharisma & Wening, 2023). Companies strive to recruit and place their employees appropriately and in accordance with their abilities so that they can achieve the company's goals. (Tupti et al., 2022) explains that employee performance is an individual or personal skill that can be adapted to the orders or job descriptions received as responsibilities. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to them (Mangkunegara, 2017). According to (Burso, 2018), performance reflects how well someone completes their work in accordance with their responsibilities. This is in line with (Suhaeb & Idris, 2024) who emphasize that performance is influenced by a combination of individual motivation and ability.

For transportation companies, especially those that provide fleet and driver services, operational success is highly dependent on smooth distribution, timely delivery, and the ability to consistently meet customer needs. One factor that plays an important role in ensuring the availability of quality human resources is the recruitment process. In this context, the recruitment process is key. (Elisabeth, 2018) states that recruitment is the first step in obtaining quality workers. Recruitment is the process of searching for and selecting workers based on specific qualifications and employing them according to their expertise in order to realize the expectations of an organization. (Lina, 2020) continues (Saing, 2022) Recruitment is a two-way communication. Applicants want accurate information about what it is like to work in an organization. Meanwhile, (Prastika, 2023) adds that this process aims to match the competencies of prospective employees with the needs of the company.

However, one of the biggest challenges in human resource management is turnover. Turnover can be defined as the movement of workers out of an organization (Rahayu, 2020). (Aryani, 2023) explains that the intention to resign often arises due to a lack of career opportunities or dissatisfaction with compensation. Turnover is the termination or departure of employees from their place of work due to employee retention



or commitment to the company. In the world of work, the term turnover is common, but if left unchecked, it can become a performance obstacle for the company (Yona et al., n.d.). A high turnover rate in a company can result in significant increases in expenses for the recruitment, selection, and training of new employees, which directly affects the company's performance. In line with this, (Wahyudi Dkk, 2023) emphasizes that turnover has a negative impact on employee motivation and team performance.

In line with this issue, this study focuses on a company in Bekasi, namely PT. RAF CAHAYA LESTARI. The research location is at Jl. Inpeksi Kalimalang NO.1, Kelurahan Wangunharja, Kecamatan Cikarang Utara, Kabupaten Bekasi, Jawa Barat 17530 – Indonesia. This company is engaged in logistics and transportation, with the driver division as one of its main operational pillars.

METHOD

The research approach used in this study is associative research. Associative research is a research problem formulation that asks about the relationship between two or more variables (Sugiyono, 2020). The research was conducted at the logistics and transportation company PT RAF Cahaya Lestari, located at Jalan Inspeksi Kalimalang No. 1, Wngun Harja, in the North Cikarang District, Bekasi Regency, West Java Province, Indonesia, with the postal code 17530. The research participants were employees, specifically drivers, who were the subjects of research on recruitment, turnover, and employee performance, totaling 100 people.

The sampling technique used was saturated sampling with the census method, which is a sampling technique in which all members of the population are used as samples. This technique was used because the population size was relatively small, making it possible to study the entire population (Sugiyono, 2020) Based on the above calculations, it can be concluded that the sample in this study consists of 100 employees. Before use, the research instruments were first tested for validity and reliability to ensure their accuracy and consistency. Research flow: Data collection in this study used a questionnaire, then the questionnaire data was tabulated in an Excel table, and after that, several types of tests were carried out, namely: validity, instrument reliability, classical assumption test, multiple linear regression, and coefficient of determination test. This flow ensures that the research is conducted systematically and that the data obtained is reliable. According to (Ghozali, 2016), a research flow diagram helps visualize the research process from start to conclusion.



RESULTS AND DISCUSSION

This study used saturated sampling with a sample size of 100 respondents, or all employees of the transportation division of PT Raf Cahaya Lestari. The sample results showed a significant difference in gender, with 96% male and 4% female. In addition, the majority of respondents were aged 31-40 years with a percentage of 51%, the rest were aged 21-30 years with a percentage of 19%, and 41-50 years with a percentage of 30%. The majority of respondents had a high school education, with a percentage of 69%, while only 12% had a bachelor's degree and the rest had a junior high school education, with a percentage range of 19%. Meanwhile, the positions or jobs in the transportation division showed that drivers had a percentage of 75%, dispatchers had 6%, and the rest were staff with 19%.

Classical Assumption Test (Histogram and Kolmogorov Smirnov)

Next, we move on to the Classical Assumption Test. We know that the distribution is normal, so we conduct the test using the Kolmogorov-Smirnov test and histogram. If the results are significant, then the data is normally distributed. In the Kolmogorov-Smirnov test, if the result is above 0.05, then the data is normally distributed. Using the histogram, if the graph resembles a bell curve, then the data is declared to be normally distributed.

**Table 1. Tabel Kollmogorov Smirnov
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	,0000000
	Std.	5,16197234
	Deviation	
Most Extreme Differences	Absolute	,068
	Positive	,059
	Negative	-,068
Test Statistic		,068
Asymp. Sig. (2-tailed)		,200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.



c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: SPSS Data Processing Results

Based on the results in Table 1, the normality test of the data from the variables of recruitment, turnover, and employee performance at PT RAF Cahaya Lestari shows an Asymp. Sig value of 0.200, which is greater than 0.05, or can be said to be normally distributed, which has been tested using the SPSS 23 application based on the Kolmogorov Smirnov test. Based on the results in Table 1, the normality test of the data from the variables of recruitment, turnover, and employee performance at PT RAF Cahaya Lestari shows an Asymp. Sig value of 0.200, which is greater than 0.05, or can be said to be normally distributed, which has been tested using the SPSS 23 application based on the Kolmogorov Smirnov test.

Multiple Linear Regression Test

Table 2 Multiple Linear Regression Analysis Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	45,727	8,315		5,499	,000
recruitment	,011	,123	,008	,092	,927
Turnover	,339	,061	,505	5,551	,000

a. Dependent Variable: employee performance

Source: SPSS Data Processing Results

According to the test results in the table above, the regression equation is $Y=45.727+0.011X_1+0.339X_2+e$. In this regression equation, the constant (B) of 45.727 indicates that if there is no recruitment (X_1) and turnover (X_2), the employee performance (Y) value is 45.727. The coefficient value of X_1 is 0.011, which indicates that for every 1% increase in the recruitment rate (X_1), employee performance will increase by 0.011.



Meanwhile, the value of turnover (X2) is 0.339, which indicates that for every 1% increase in the turnover rate (X2), employee performance (Y) will increase by 0.339.

DISCUSSION

Recruitment (X1) on Employee Performance Y

The analysis results show that the Recruitment variable (X1) does not have a significant effect on Employee Performance (Y) because the T-count value is $< T\text{-table}$, namely $0.092 < 1.661$, and the sig. value is greater than 0.05, namely 0.927. This means that the first hypothesis (H1) is rejected. Thus, the recruitment process at PT Raf Cahaya Lestari has not made a significant contribution to employee performance.

Turnover (X2) on Employee Performance (Y)

The results show that the Turnover variable (X2) has a positive and significant effect on employee performance (Y). This is evidenced by the T-hitting value being greater than the T-table, namely $5.499 > 1.661$ and a sig. value of $0.00 < 0.05$. This means that hypothesis 2 (H2) is accepted, indicating that the turnover rate plays an important role in influencing employee performance at PT Raf Cahaya Lestari.

Recruitment (X1) and Turnover (X2) on Employee Performance (Y)

Simultaneously, the variables of recruitment and turnover have a positive effect on Employee Performance (Y). The analysis results show that $F_{\text{count}} = 16.675$ is greater than $F_{\text{table}} 3.089$ with a significance level of $0.00 < 0.05$. In addition, the coefficient of determination (R^2) of 0.257 shows that employee performance is influenced by recruitment and turnover by 25.7%, with the remaining 74.3% influenced by other factors outside the scope of this study.

CONCLUSION

Influence of Recruitment (X1)

Partially, the recruitment variable does not have a significant effect on employee performance. This shows that the recruitment process implemented by the company has not been able to provide a real impact or contribution to improving employee performance.



The Effect of Turnover (X2)

The turnover variable partially has a positive and significant effect on employee performance. This means that the turnover rate in the company contributes more to changes in performance than the recruitment factor.

The Effect of Recruitment and Turnover on Employee Performance

Together, the recruitment and turnover variables have a significant effect on the performance of employees in the transportation division of PT Raf Cahaya Lestari. This indicates that the combination of recruitment policies and turnover rates as a whole plays an important role in determining employee performance levels

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