

The Influence of Recruitment , Employee Training, and Organizational Culture on Employee Performance at Hotel 99 Jember

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Abstract: This study is based on the problems at Hotel 99 Jember, namely first Recruitment where the recruitment system at Hotel 99 Jember can still be said to be ineffective, informative and efficient which of course will be a problem for employee performance, especially new employees at Hotel 99 Jember, the second problem is Employee Training which can be categorized as still lacking in terms of providing materials or learning methods provided in understanding the aspects that exist at Hotel 99 Jember, the third is Organizational Culture which tends to still have many employees who have poor communication and often do work individually on their job specifications so that employee work has been completely done and applied until some workers have performance that is not in accordance with the target assessment standards. This study aims to determine and analyze "The Effect of Recruitment, Employee Training and Organizational Culture on Employee Performance at Hotel 99 Jember". The location of the study is at Hotel 99 Jember with a population and sample of 59 employees. The type of research used in this research uses a quantitative method with saturated sampling. The data collection methods used are data instrument testing, classical assumption testing, multiple linear regression analysis, hypothesis testing and multiple linear regression analysis. The results of this research indicate that as a partial variable recruitment does not affect the performance of Hotel 99 Jember employees, while employee training and organizational culture variables partially have a significant positive effect on the performance of Hotel 99 Jember employees.

Keywords: Recruitment, Employee Training, Organizational Culture, Employee Performance

INTRODUCTION

Human resource management is the process of acquiring, training, assessing and compensating employees, and paying attention to work relations, health, safety and justice issues for them to support employee performance based on the effectiveness and efficiency of human resources, so it is necessary to implement the correct human resource process (Dessler et al., 2016). Organizations that have good employee performance will make it easier for the organization to achieve its goals. Employee performance means the right problems that are meaningful to be studied in an office considering how tight the competition is for companies to achieve their goals in the business world. There are several factors that affect employee performance, including the recruitment process, employee training and organizational culture. With the correct and effective recruitment process, it will have an impact on the output of the recruitment, namely employees who have standards according to their positions and placements (Dessler 2016). According to previous research (Harymawan et al., 2022). Recruitment has a significant influence on employee performance.

Another factor that can affect employee performance is employee training (Harymawan et al., 2022). Training is a means used by companies to compete in the business market to gain competitive advantage. Therefore, training in a company is an important aspect as one way to survive in the competitive business world. The main purpose of training at the beginning of a person's work is to improve knowledge, skills and abilities to a satisfactory level for effective performance. The theory shows that employee training can affect employee performance which is reinforced by previous research from which states that training is simultane-

ously significant on employee work behavior. Based on the results of company data observations, Hotel 99 Jember is currently indicated to be experiencing problems with employee performance, because the current level of employee performance is not good. The following is data on employee performance at Hotel 99 Jember:

Table 1. Performance assessment of Hotel 99 Jember employees

Indikator Kinerja	Penilaian	Bobot (%)	Tahun							
			2020 Nilai Capai	2021 Skor (%)	2022 Nilai capai	2023 Skor (%)	Nilai capai	Skor (%)	Nilai capai	Skor (%)
1. Kualitas dan kuantitas kerja		20 %	80	16	90	18	70	14	60	12
2. Tingkat potensi diri		20%	70	14	80	16	70	14	75	15
3. Manajemen waktu		10%	100	10	70	7	80	8	87	8,7
4. Kemampuan diri		10%	70	7	80	8	77	7,7	67	6,7
5. Pengambilan inisiatif		10%	90	9	95	9,5	75	7,5	55	5,5
6. Perilaku inovatif		10%	90	9	75	7,5	88	8,8	78	7,8
7. Hubungan dengan rekan kerja		10%	70	7	77	7,7	78	7,8	60	6
8. Pengetahuan produk hotel		10%	80	8	80	8	69	6,9	65	6,5
Jumlah		100%		80		81,7		74,7		68,2

Source: Processed by Researchers (2024)

Information :

- 91 – 100 : Excellent
- 81 – 90 : Exceeds expectations
- 71 – 80 : Fulfilling expectations
- 61 – 70 : Below expectations
- 51 – 60 : Not acceptable

Table 1 shows that there has been a decline in the performance of Hotel 99 Jember employees. Where the performance results in 2020 were in the Meets Expectations category, then in 2021 there was an increase so that performance became the Exceeds Expectations category, at the end of this year 2022 it decreased until performance became the Meets Expectations category and for 2023 there was a decline again, where employee performance was below expectations. However, it is still far from expectations, the company really wants employees to have good performance. There are many aspects of low employee performance left and of course it will be used as material for the company to evaluate.

The phenomenon occurs in the implementation of training programs at Hotel 99 Jember employees in the industry have had equal opportunities to participate in education plans. The resource persons who fill the training program are usually the same participants. This results in uneven performance improvement or in other words employees who are not given the opportunity to participate in training programs cannot improve their performance or excellence in the field of work they do . Organizational Culture as a way of sharing definitions carried out by members that distinguish one industry from another. Organizational culture that focuses on building employee excellence, giving rewards rather than punishments, and a culture that focuses on developing employee strengths emphasizes individual energy and progress (Schafer et al., 2017). Hotel 99

Jember has a good Organizational Culture to support and help employee performance improve, but in its application in employee work activities, not all employees do and apply it so that some employees have performance that does not meet the assessment criteria standards.

Table 2. Results of Organizational Culture of Hotel 99 Jember

Budaya Organisasi	Keterangan
Humble	Ramah dan rendah hati
Smart	Cerdas dan pintar
Organized	Personal yang terorganisir dengan baik
Hardwork	Bekerja keras
Discipline	Disiplin

Source: Processed by Researchers (2024)

The following is a description of table 2 of the organizational culture of Hotel 99 Jember . Being humble means that as an employee must be able to be friendly and humble to anyone, Intelligent means that every employee must be smart and intelligent in responding to every situation, Organized means that every employee is a well-organized person, Hard work means that every employee must be able and willing to work hard and Discipline means that every employee must have and apply a disciplined attitude in working. Meanwhile, for the phenomenon of organizational culture, there are new participants or employees who are not in line with the existing organizational culture at Hotel 99 Jember, the lack of socialization and guidance related to the existing culture makes the culture not supported and implemented properly by employees so that new employees need adaptation to make a significant contribution in improving the profitability of Hotel 99 Jember.

METHOD

This research is included in *explanatory research* which explains the causal relationship between variables through hypothesis testing. The population and sample in this study are all employees of Hotel 99 Jember, with a saturated sampling technique or the entire population. The type of data used is quantitative data with primary and secondary data sources and with data collection methods using interviews, questionnaires and literature studies to employees of Hotel 99 Jember. The data analysis techniques used are testing validity, reliability testing, multiple linear regression analysis, testing normality, testing multicollinearity, testing heteroscedasticity, partial t testing and coefficient of determination (R^2).

RESULTS AND DISCUSSION

Validity Test

Based on the data obtained from the results of the Validity Test in this research, it is known that each indicator of the independent (free) variable and dependent (bound) variable questions has a sig value of $0.000 > 0.05$ (5%) which states that the data is said to be valid.

Reliability Test

Table 3. Reliability Testing

Variabel	Nilai Cronbach Alpha	Standart Alpha	Keterangan
Rekrutmen (X1)	0,823	0,60	Reliable
Pelatihan (X2)	0,885	0,60	Reliable
Budaya Organisasi (X3)	0,729	0,60	Reliable
Kinerja Karyawan (Y)	0,833	0,60	Reliable

Source: Processed by Researchers (2024)

Based on the data in table 3, it shows the results of the reliability test on the instrument variables of Recruitment (X1), Employee Training (X2), Organizational Culture (X3), and Employee Performance (Y), meaning that it is reliable with a Cronbach alpha score > 0.60.

Multiple Linear Regression Line Equation Analysis

Table 4. Multiple Linear Regression Line Equation

Variabel	Koefisiensi Regresi	Standar Ekor
(constant)	4.770	3.144
Rekrutmen (X1)	0,099	0,220
Pelatihan Karyawan (X2)	0,617	0,148
Budaya Organisasi (X3)	0,458	0,233

Source: Processed by Researchers (2024)

It can be seen that table 4 shows the results of the general equation of multiple linear regression, namely:

$$Y = 4.770 + 0.099 + 0.617 + 0.458$$

The following is an explanation of the results of the multiple linear regression analysis equation:

- The constant value is 4.770, which means that if employee performance and organizational culture are 0, then the value of employee performance will be the same as the constant, namely 4.770.
- β_1 X1 (Employee Recruitment regression coefficient value), of 0.099 indicates that the Employee Recruitment variable has a positive effect on employee performance (Y). This means that every 1 increase in the Employee Recruitment variable will affect employee performance by 0.099.
- β_2 X2 (Employee Training value), of 0.617 indicates that the employee training variable has a positive effect on employee performance (Y). This means that every 1 increase in the organizational culture variable will affect employee performance by 0.617.
- β_3 X3 (organizational culture value), amounting to 0.458 shows the results that the organizational culture variable has a positive effect on employee performance (Y). This means that every increase of 1 organizational culture variable will affect employee performance by 0.458.

So, a positive constant value means that there is an influence between variable X and variable Y.

Normality Test Results

Table 5. Normality Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		59
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.70563860
Most Extreme Differences	Absolute	.179
	Positive	.134
	Negative	-.179
Kolmogorov-Smirnov Z		.179
Asymp. Sig. (2-tailed)		.663

a. Test distribution is Normal.

b. Calculated from data.

Source: Processed by Researchers (2024)

It can be seen that table 5 is said to be normal because the significance value of Asymp. Sig (1-tailed) of 0.663 is greater than 0.05.

Multicollinearity Test Results

Table 6. Multicollinearity Test

Variabel	Tolerance	VIF	Keterangan
Rekrutmen (X1)	0,615	1.625	Tidak Terjadi Multikolmearilitas
Pelatihan (X2)	0,514	1.945	Tidak Terjadi Multikolmearilitas
Budaya Organisasi (X3)	0,768	1.302	Tidak Terjadi Multikolmearilitas

Source: Processed by Researchers (2024)

Based on table 6, it shows that the *tolerance value* of all independent variables in this study is greater than 0.10 and the VIF value of all independent variables is less than 10.00, so it can be concluded that there are no symptoms of multicollinearity between independent variables in the regression model.

Heteroscedasticity Test Results

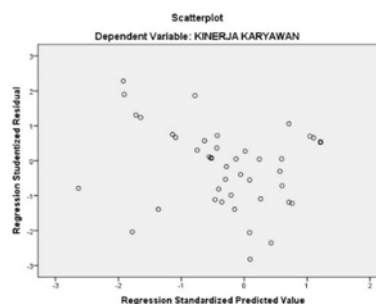


Figure 1 Heteroscedasticity Test

Source: Primary Data, processed in 2024

Based on Figure 1, it shows that the data distribution does not form a particular pattern so it can be said that there are no symptoms of heteroscedasticity.

Hypothesis Test Results (t-Test)

Table 7. Hypothesis Test (t-Test)

Variabel	T hitung	t tabel	Sig
Rekrutmen (X1)	0.452	1.67303	.004
Pelatihan Karyawan (X2)	4.161	1.67303	.000
Budaya Organisasi (X3)	1.964	1.67303	.000

Source: Processed by Researchers (2024)

It can be seen in Table 7 that the recruitment variable is said to be significant because its significance value is less than 0.05. The training variable is said to be significant because its significance value is less than 0.05. The organizational culture variable is said to be significant because its sig value is > 0.05.

The following table above can be concluded as follows:

a. The Influence of Recruitment (X1) on Employee Performance

The t-test shows a sig score of $0.004 < 0.05$ and $t \text{ count} < t \text{ table}$ totaling $0.452 < 1.67303$, so based on the results of the significance value test and the t count value, it can be concluded that there is no influence of the recruitment variable on the performance of Hotel 99 Jember employees.

b. The Influence of Employee Training (X2) on Employee Performance

The t-test shows a sig score of $0.000 < 0.05$ and $t \text{ count} > t \text{ table}$ of $4.161 > 1.67303$, so based on the results of the significance value test and the t count value, it can be concluded that there is a significant positive influence of employee training variables on the performance of Hotel 99 Jember employees.

c. The Influence of Work Morale (X3) on Employee Performance

The t-test shows a sig score of $0.000 < 0.05$ and $t \text{ count} > t \text{ table}$ of $1.964 > 1.67303$, so based on the results of the significance value test and the t count value, it can be concluded that there is a significant positive influence of the organizational culture variable on the performance of Hotel 99 Jember employees.

Test of Determination Coefficient (R²)

Table 8. Testing the Determination Coefficient (R²)

Kriteria	Koefisiensi
R	0,712
R Square	0,506
Adjusted R Square	0,479

Source: Processed by Researchers (2024)

It can be seen in table 8 that the adjusted R Square score of 47.9% can be said that the influence of the Recruitment, Employee Training and Organizational Culture variables is 47.9% on purchasing decisions and some of the 52.1% influence other variables.

The Influence of Employee Recruitment on Employee Performance at Hotel 99 Jember

The results of the regression coefficient analysis on the t-test against the first hypothesis (H1) show that recruitment does not affect the performance of Hotel 99 Jember employees by looking at the t count

and t table, which are $0.452 < 1.67303$ and a significant level of $0.004 < 0.05$. It can be concluded that H_0 is accepted and H_1 is rejected, which means that there is no effect between recruitment and the performance of Hotel 99 Jember employees. This indicates that *Job Specification*, Recruitment Sources and Recruitment Methods do not affect the performance of Hotel 99 Jember employees. This states that the presence or absence of new employee recruitment at Hotel 99 Jember is not a significant problem in affecting employee performance considering that there are still many old employees who have specialists in their fields of work compared to new employee recruitment who do not necessarily have adequate experience, come from trusted recruitment sources and understand all the methods applied by the Company. In addition, there is still a lack of experts in the field of recruitment and the recruitment information listed makes employee recruitment unable to affect the performance of Hotel 99 Jember employees. This can be seen from one of the results of the employee training research questionnaire, namely "The company recruits employees through external sources" from a total of 59 respondents, the majority of 29 people or 49.2% answered strongly agree. Recruitment aims for companies to be able to recruit prospective workers on a large scale so that companies have a greater opportunity to select prospective workers who are considered to meet the organization's qualification standards.

Recruitment is a two-way communication, which means that applicants want accurate information about what it is like to work in an organization. On the other hand, companies also need accurate data about applicants if they are accepted as employees. Unclear and less relevant information will certainly result in poor communication so that it cannot affect employee performance. The results of this study are not in line with research (Abdatuz Zahrotun Nisa, 2022) stating that Recruitment, employee training and work experience have a significant and positive impact on employee satisfaction and employee performance. But this study is in line with research conducted by (Munaty et al., 2022) state that recruitment does not have a significant impact on employee performance.

The Influence of Employee Training on Employee Performance at Hotel 99 Jember

Based on the results of multiple regression analysis on the t-test on the second hypothesis (H_2), the results of Employee Training have an impact on employee performance, the calculated t score and t table are $4.161 > 1.67303$ and the significance level is $0.000 < 0.05$. So it can be concluded that H_0 is rejected and H_1 is accepted, which means that there is no influence between recruitment and employee performance at Hotel 99 Jember. This indicates that professional instructors, training participants, methods, materials and training objectives have an influence on employee performance at Hotel 99 Jember. This is because in order to obtain quality employee performance, the Company must provide and pay attention to every need and desire of employees. The existence of qualified instructors will certainly have an impact on the development of skills that will be applied by employees in carrying out their work activities, secondly, with the existence of training participants who are in accordance with the specifications and criteria, they will be more effective in carrying out all tasks according to their expertise, thirdly, appropriate training methods will certainly have an impact on the sustainability of training activities in order to obtain and produce quality human resources, fourthly, the provision of materials related to the discussion that aims to achieve the Company's progress expectations

and fifthly, there are clear training objectives in accordance with the plans and targets expected by the company.

This can be seen from one of the results of the employee training research questionnaire, namely "Training participants have certain requirements and appropriate qualifications" from a total of 59 respondents, the majority of 45.8% answered agree, 27 people and 45.8% answered strongly agree, of course this makes employee training very important for Hotel 99 Jember employees. Training can provide specific knowledge and skills that can be identified For used in work they moment This. Results Studies show that training is an important value where the benefits of training that is carried out well will have an impact on improving skills, innovation, and improving work (Esthi, 2020). Continuous and task-relevant training has been shown to have a significant positive effect on employee performance, helping them achieve high service standards. The results of this study are in line with the study (Rudy, 2018) of the Effect of Training and Compensation on Employee Work Productivity at PT Sumber Alfaria Trijaya, Tbk Manado Branch. The results of the study found that training and compensation have a positive and significant effect on employee performance.

The Influence of Organizational Culture on Employee Performance at Hotel 99 Jember

Based on the results of multiple regression analysis on the t-test on the third hypothesis (H3), it was found that Organizational Culture affects employee performance by positively influencing employee performance, the calculated t-value and table are $1.964 > 1.67303$. and the significance level is $0.000 < 0.05$. So it can be concluded that H0 is rejected and H1 is accepted, which means that there is no influence between recruitment and employee performance at Hotel 99 Jember. This indicates that human relations, cooperation, and employee appearance have an influence on employee performance at Hotel 99 Jember. This is because in order to obtain quality employee performance, the Company must give a good and attractive impression to every employee who works. The existence of human relations with humans referred to in this case is the relationship between fellow workers or with leaders who carry out their work activities through communication, where good communication will reduce the risk of problems in their work activities. Cooperation carried out by employees will certainly facilitate and accelerate their work activities so that every work activity is more effective and efficient, and the appearance of employees, which means neatness and cleanliness, will certainly affect the comfort in carrying out their work activities.

This can be seen from one of the answers to the employee Organizational Culture questionnaire, namely "I look good when working" from a total of 59 respondents with the majority of answers of 37 people or 62.7% answering strongly agree. Organizational culture consists of shared values and beliefs that give meaning to members of the organization and give them rules of behavior (Esthi, 2020). Work culture is shown in the form of working earnestly and responsibly and having a high commitment to the results and quality of work. Work culture cannot be separated from the seriousness of employees in carrying out their duties. This seriousness is called work productivity. High work productivity in a work environment is greatly influenced by the way and method of work. A conducive work environment and a culture that supports company values improve employee motivation and engagement, thereby improving overall performance. The

results of this research study (Talitha Nabila & Mariana Febrianti, 2023) state that the variable of job placement suitability has a positive and significant effect on employee performance.

CONCLUSION

Based on the results of the discussion that have been made in the previous chapter, the following conclusions can be drawn:

1. The results of the recruitment process that was carried out turned out to be still ineffective, informative and selective at Hotel 99, as evidenced by the fact that recruitment did not affect the performance of Hotel 99 Jember employees. The employee recruitment system that is still not good makes recruitment at Hotel 99 Jember unable to get employees who have the skills and competencies according to the company's needs, which in the end cannot contribute maximally and optimally to their performance.
2. Employee Training Results The training provided to Hotel 99 employees significantly improved employee skills, knowledge, and confidence. Ongoing and task-relevant training has been shown to have a significant positive impact on employee performance, helping them achieve high service standards.
3. Organizational Culture Results Organizational culture at Hotel 99 that encourages collaboration, innovation, and job satisfaction has been shown to have a positive influence on employee performance. A conducive work environment and culture that supports company values increase employee motivation and engagement, which ultimately improves overall performance.

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