Increasing Job Achievement through Employee Recruitment and Work Discipline at PT. Nipro Indonesia Jaya

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Abstract

Work performance in a company has a very important role because it is able to support the company in providing information about a worker who can carry out the company's work well, including for PT. Nipro Indonesia Jaya. However, the decline in work performance at the company is thought to be caused by recruitment and work discipline. The aim of this research is to determine and analyze the description and influence of recruitment and work discipline on work performance, both partially and simultaneously. This type of quantitative research uses descriptive verification methods. The population is as many as the number of employees in the company, while the sample used using the proportional random sampling technique was only 325 people. The data analysis tool uses multiple linear regression. The results of the data analysis showed that employee recruitment and work performance were perceived as good, while the work discipline variable was perceived as low. The results of the verification analysis showed that the increase in work performance was influenced by recruitment but not influenced by employee work discipline at PT. Nipro Indonesia Jaya. And together it shows that increasing work performance is influenced by recruitment and work discipline.

Keywords: Recruitment, Work Discipline, Work Performance

1. Introduction

Every company has goals determined based on the results of an agreement between management. This goal can be achieved if it is supported by the existence of qualified resources, including Human Resources. Because, Human Resources is the main aspect in moving an organization. Whether or not the role of Human Resources in an organization is optimal depends
on how management manages HR [1]. Because organizing in the aspect of human resources has the aim of being able to carry out activity procedures in the organization or industry that have an impact on achieving the goals that have been set so that they can be successful. Achieving the company's goals shows that the human resources they have are of good quality so they can achieve achievements in carrying out their work [2]. Work performance shows the work output of an employee in carrying out the work assigned to him based on the competencies he has [3]. And the high levels of achievement achieved by employees can support the success of a company. Including for PT. Nipro Indonesia Jaya (NIJ).

PT. Nipro Indonesia Jaya (NIJ) is a manufacturing industry in the Medical Devices sector. PT. NIJ produces various health equipment including Syringes, IV Cath, IF Set, AVF and BTS under the NIPRO brand with domestic and foreign market share. In measuring the work performance of its employees, PT. NIJ uses a job evaluation sheet called Employee Evaluation Sheet. From this worksheet, an overview of the work achievements achieved in the period 2019 to 2021 by PT employees is obtained Nipro Indonesia Jaya (NIJ). Here are the results.

### Table 1: Average Employee Work Performance at PT. Nipro Indonesia Jaya

<table>
<thead>
<tr>
<th>Year</th>
<th>Average Value</th>
<th>Score</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>97</td>
<td>2</td>
<td>Low</td>
</tr>
<tr>
<td>2020</td>
<td>141</td>
<td>3</td>
<td>Medium</td>
</tr>
<tr>
<td>2021</td>
<td>137</td>
<td>3</td>
<td>Medium</td>
</tr>
</tbody>
</table>

Source: PT. NIJ, 2022

The Table 1 shows the average work performance of employees at PT. NIJ is perceived as moderate in 2019 to 2021. This illustrates that employee work performance has not been in line with management's expectations so that this condition can have an impact on production achievements that are not in accordance with company targets.

### Table 2: Comparison of Production Targets and Realizations at PT. Nipron Indonesia Jaya

<table>
<thead>
<tr>
<th>No</th>
<th>Year</th>
<th>Production Targets (Unit)</th>
<th>Product Realization (Unit)</th>
<th>Achievement Percentage (%)</th>
<th>Achievement Gap (%)</th>
<th>Achievement Gap (Unit)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2019</td>
<td>8.000</td>
<td>5.500</td>
<td>69%</td>
<td>31%</td>
<td>-2.500</td>
</tr>
<tr>
<td>2</td>
<td>2020</td>
<td>10.000</td>
<td>8.000</td>
<td>80%</td>
<td>20%</td>
<td>-2.000</td>
</tr>
<tr>
<td>3</td>
<td>2021</td>
<td>12.000</td>
<td>11.000</td>
<td>92%</td>
<td>8%</td>
<td>-1.000</td>
</tr>
<tr>
<td></td>
<td>Amount</td>
<td>30.000</td>
<td>24.500</td>
<td>240%</td>
<td>60%</td>
<td>-5.500</td>
</tr>
<tr>
<td></td>
<td>Average</td>
<td>10.000</td>
<td>8.167</td>
<td>80%</td>
<td>20%</td>
<td>-1.833</td>
</tr>
</tbody>
</table>

Source: PT. NIJ, 2022

The Table 2 shows the total production achievement of PT. Nipron Indonesia Jaya (NIJ) in 2019-2021 only reached 80% or 8,167 units of the total target of 10,000 units. This shows that only 1,833 units/year or 20% of the production target was not achieved. The existence of this difference illustrates that there are problems that must be corrected in order to improve employee work performance. Based on research results [4]. That employee work performance can be realized if the company pays attention to several aspects such as recruitment, discipline, job training for employees and others which can make each employee more enthusiastic about doing their work and have a greater sense of responsibility in the work he does [5].

Recruitment is searching for and selecting prospective employees to fulfill certain, more specific positions. In carrying out recruitment, the right method or system is needed. Because, the recruitment system will not only create employees with permanent employee status, but also create employees who are capable of carrying out efficiency and optimizing the company. By having a good recruitment system, you will be able to create quality human resources who will ultimately be able to demonstrate quality work performance. This is one of the main aspects for achieving company success. Study results from previous research prove that recruitment has an influence on work performance [6], [7], [8], [9].
The next factor is employee work discipline. Employee discipline in carrying out work plays a very important role because essentially obeying regulations or discipline is an educational method in an effort to improve employee thought patterns, actions and attitudes so that they can act efficiently, effectively and productively which leads to the pursuit of profits and can be an added point for improving the economy of a company [10]. This has also been proven by the results of studies from several previous studies that increasing work performance is influenced by employee work discipline [11], [12].

Good recruitment and work discipline possessed by each employee positively contributes to the desire of each employee to achieve work performance at PT. Nipro Indonesia Jaya. Thus, it can be said that if a person wants to achieve work performance, he will be able to motivate himself so that he can love his work, then he will be able to feel ownership of his career and be loyal to the tasks or work given. Apart from that, someone who has good work performance will be able to show high sense of responsibility and loyalty to the company. Work performance can be a benchmark in the recruitment implementation system and the application of employee work discipline in the world of work at a company. This is supported by the results of studies conducted by [13], [14]. Thus, the aim of this research is to determine and analyze the increase in work performance through recruitment and work discipline of employees at PT. Nipro Indonesia Jaya.

2. Method

This research uses a quantitative approach with descriptive and verification methods, namely describing or describing the impact of the variables' cause-and-effect relationship. The research was conducted in February - June 2022, located at PT. Nipro Indonesia Jaya which is located in the Surya Cipta Industrial Area, Jalan Surya Utama, Kav. I-22B, Kutamekar Village, Ciampel District, Karawang Regency, West Java Province 41361. The research subjects used as the population were all employees of PT. Nipro Indonesia Jaya (NIJ) numbered 1,741 people. Because the population comes from various strata, with a total sample of 325 people.

2.1. Research Procedure

The study's method begins with conducting preliminary research according to the theme or variable to be researched, then forming a research framework based on the principles of the phenomena found in the previous procedure. After that, carry out case introductions and formulate research problems as a basis for designing thinking concepts, and organize them according to philosophy and findings from relevant previous research, determine accepted research assumptions from the categorization of the framework of views, determine the population and samples that will be used as respondents in the research. Next, arrange the research instruments, including carrying out validity and reliability tests. This is done to think about whether the data is suitable for analysis or not, to carry out data collection, and to carry out normality tests to identify whether the independent variables and dependent variables have data with a fair distribution or not, to carry out data analysis using multiple linear regression analysis, as proof of the suspicion. And reviews to respond to problem conclusions and the final step is to make conclusions that are aligned with the results of data analysis.

2.2. Data, Instruments, and Data Collection Techniques

In this research, the data used are primary and secondary data types. The instruments or variable operationalization used in this research are based on the dimensions and indicators of each research variable used. The data collection technique uses a questionnaire distributed to several samples used by PT employees Nipro Indonesia Jaya as respondent. Apart from using questionnaires, this research also used interviews, observations and literature. Researchers obtain information records through various sources which can be used as references relevant to this research.
2.3. Data Analysis Technique

Data analysis is a staged process of verifying data and systematically compiling the information that has been obtained based on the findings of researchers during research from the various sources used. Before implementing the hypothesis in this study, it would be better first to carry out classical assumption tests which include normality, multicollinearity and heteroscedasticity tests. Descriptive analysis in this study is used to share data regarding the characteristics or characteristics of important study variables by providing an overview of the data collected without aiming to create general legal conclusions or abstractions [15]. Respondent demographics are the steps used in this analysis which are displayed in the form of data tabulation analysis and graphs as well as scale ranges. In this research, the verification analysis plans to identify research results on improving work performance through employee recruitment and work discipline at PT. Nipro Indonesia Jaya uses multiple linear regression analysis. The analytical tool used to measure whether there is a relationship pattern between the two variables is multiple linear regression analysis. Where, the general form of the linear regression Equation 1 is as follows (Ghazali, 2018):

\[ Y = \alpha + B_1 X_1 + B_2 X_2 + \varepsilon \]  

Where:
\( Y \) = Employee work performance  
\( \alpha \) = Constant  
\( B_1, B_2 \) = Independent variable regression coefficient  
\( X_1 \) = Recruitment  
\( X_2 \) = Work discipline  
\( \varepsilon \) = Standard Error

The Government of Japan established the Basic Policy and Administration Policy of the new residence status policy implementation system namely “Specified Skilled Worker” which applies to Cabinet decisions based on the Amendments to the Immigration Control Act introduced in April 2019, with the sale of destinations of more than 500,000 foreigners by 2025. The Ministry of Health, Labor and Welfare supports the acceptance of foreign workers [16]. And the aim of the Japanese government to expand the acceptance of foreign workers is to overcome the decline in the productive workforce due to the declining birth rate and the increasing elderly population in Japan and to minimize the bankruptcy of small and medium companies due to a shortage of labor and expect the expected professional and skilled workforce can work in Japan for a long or long period of time to support economic progress in Japan [17].

2.4. Terminated Coefficient Analysis

The coefficient of determination can be obtained in the Model Summary table by looking at the R2 value. Suppose the value of the coefficient of determination obtained is small. In that case, this means that the work performance variable is explained in a very limited way by the recruitment and work discipline variables. On the other hand, if the value is close to 1 (one) and away from 0 (zero), this shows that recruitment and discipline work has the ability to provide all the data needed to make predictions about work performance variables. This determination coefficient test can use the formula \( KD = R^2 \times 100\% \).

2.5. Hypothesis test

The conditions for this hypothesis test are to accept H0 if the p-value is <0.05 and reject H1 if the p-value is \( \geq 0.05 \). This hypothesis test also shows that the hypothesis about the relationship between two or more variables is accepted or rejected. The following is a research hypothesis regarding increasing work performance through employee recruitment and work discipline at PT Nipro Indonesia Jaya:

Hypothesis 1: There is a partial influence of recruitment on employee work performance at PT Nipro Indonesia Jaya.
Hypothesis 2: There is a partial influence of work discipline on employee work performance at PT. Nipro Indonesia Jaya.

$H_0 : \rho_{yx1} = 0$ (no influence) $H_a : \rho_{yx1} \neq 0$ (there is influence)

Hypothesis 3: There is an influence of recruitment and work discipline on employee work performance at PT. Nipro Indonesia Jaya simultaneously.

$H_0 : \rho_{yx1} = \rho_{yx2} = 0$ (no influence) $H_a : \rho_{yx1} \neq \rho_{yx2} \neq 0$ (there is influence)

3. Results and Discussion

The description of the respondent profile in this research can be classified into gender, age, education level, and job division. The results are as follows. The Figure 1 shows that the majority of 213 respondents were male, 127 were aged between 26-30 years, the majority of 201 respondents had a high school education, and 183 were working in operator positions.

![Figure 1. Profile of Research Respondents](image)

Based on the results of testing the validity of the data, it shows as follows.

<table>
<thead>
<tr>
<th>No</th>
<th>Variable</th>
<th>Test Results</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Validity</td>
</tr>
<tr>
<td>1</td>
<td>Recruitment ($X_1$)</td>
<td>Correlation coefficient value &gt; 0.30</td>
</tr>
<tr>
<td>2</td>
<td>Work Discipline ($X_2$)</td>
<td>Correlation coefficient value &gt; 0.30</td>
</tr>
<tr>
<td>3</td>
<td>Work Perfomance ($Y$)</td>
<td>Correlation coefficient value &gt; 0.30</td>
</tr>
</tbody>
</table>

Source: Data is processed, 2022

The Table 3 shows that all research variable data is valid, reliable, and normal. The following variable description is obtained based on the descriptive testing results.

<table>
<thead>
<tr>
<th>No</th>
<th>Variable</th>
<th>Score value</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Recruitment ($X_1$)</td>
<td>1.226</td>
<td>Good</td>
</tr>
<tr>
<td>2</td>
<td>Work Discipline ($X_2$)</td>
<td>1.304</td>
<td>Medium</td>
</tr>
<tr>
<td>3</td>
<td>Work Perfomance ($Y$)</td>
<td>1.205</td>
<td>Good</td>
</tr>
</tbody>
</table>

Source: Data is processed, 2022
The Table 4 shows the results of the descriptive analysis of each research variable. Where the table shows that the recruitment variable is in the good answer category, which means that the recruitment pattern carried out by PT. Nipro Indonesia Jaya is currently well perceived by respondents. Then employee work discipline is perceived as low, which means that the level of work discipline of PT employees. Nipro Indonesia Jaya is currently still low based on respondents' perceptions. And employee work performance is perceived as good, which means that the work performance of PT employees. Nipro Indonesia Jaya is currently well perceived by respondents.

Table 5. Multiple Linear Regression Results on the Effect of Recruitment and Work Discipline on PT Employees' Work Performance. Nipro Indonesia Jaya

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td>23.914</td>
<td>2.900</td>
<td>8.245</td>
<td>.000</td>
</tr>
<tr>
<td>Recruitment</td>
<td>.533</td>
<td>.064</td>
<td>.497</td>
<td>8.270</td>
</tr>
<tr>
<td>Work Performance</td>
<td>-.076</td>
<td>.067</td>
<td>-.068</td>
<td>-.1.125</td>
</tr>
</tbody>
</table>

a. Dependent Variable : Work Performance

The Table 5 shows the results of multiple linear regression analysis. This table produces a Constant value of 23,914, which means that employee work performance will be 23,914 if recruitment and work discipline are equal to 0 (zero). Thus, employee work performance will decrease without recruitment and work discipline. The regression coefficient value for the recruitment variable is 0.533. Thus, if recruitment is able to increase by 1%, there will be an increase in job performance by 0.533% provided that the values of the other independent variables remain constant. And the regression coefficient value for the work discipline variable is -0.076. Thus, if work discipline decreases by 1%, there will be a decrease in work performance by 0.076%, provided that the values of the other independent variables remain constant. Based on these results, the regression equation Y = 23.914 + 0.533X₁ - 0.076X₂ + e is obtained.

Table 6. Determination Coefficient Test (R²)

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>R Square Change</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig.-F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.462</td>
<td>.213</td>
<td>.208</td>
<td>5.93632</td>
<td>.213</td>
<td>43.585</td>
<td>2</td>
<td>322</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Predictors : (Constant), Work Discipline, Recruitment
b. Dependent Variable : Work Performance

Source : Data is processed, 2022

Information: The partial relationship between recruitment variables and work discipline variables on work performance shows a value of 0.462. Which means that these two variables have a moderate level of relationship. The joint relationship between recruitment and work discipline on work performance shows a value of 0.213 or 21.30%. Table 6 results show that the two variables have a contribution of 21.30% to increasing work performance, while the remaining 78.70% is contributed by other variables.

3.1. Hypothesis Test

The significant value of the recruitment variable is 0.000, where the value of α = 0.05, so based on this figure it is lower compared to the value of 0.05, so based on these results it is found that the recruitment variable significantly influences increasing work performance. Because it has a t-value of 8.270 which is greater than the p-value of 0.000, so that the p-value < 5% (0.000 < 5%). This result means that the increase in work performance is influenced by recruitment variables at PT. Nipro Indonesia Jaya. The significant value of the work discipline variable is 0.261, where the value of α = 0.05 means that the work discipline variable does not significantly influence the increase in work performance. Because it has a t value of -1.125 which is smaller than the p value of 0.000. This result means that the increase in work performance is not influenced by work discipline variables at PT. Nipro Indonesia Jaya.
Based on the output results of data processing with the help of SPSS, a regression model of these two variables in improving work performance is obtained as follows: The Table 7 shows the F count value. Where the F count value obtained is 43.585 with a Sig value of 0.000a. The resulting F table value is based on the formula \( df_2 = n-k-1 = 321 \) with \( \alpha = 0.05 \), namely 2.63. Based on these results, it can be obtained that the value of F count > F table (43.585 > 2.63). This means that these two variables are able to improve employee work performance at PT. Nipro Indonesia Jaya.

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>3071.898</td>
<td>2</td>
<td>1535.949</td>
<td>43.585</td>
<td>.000a</td>
</tr>
<tr>
<td>Residual</td>
<td>11347.259</td>
<td>322</td>
<td>35.240</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>14419.157</td>
<td>324</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors : (Constant), Work Discipline, Recruitment
b. Dependent Variable : Work Discipline
Source: Data is processed, 2022

3.2. Discussion

3.2.1. The Effect of Recruitment on Employee Work Performance

Based on the results of calculations that have been carried out, the increase in work performance at PT. Nipro Indonesia Jaya is influenced by recruitment. This means that if recruitment is carried out well by PT. Nipro Indonesia Jaya can achieve increased work performance from PT employees. Nipro Indonesia Jaya. These results are supported by the results of studies conducted by [6], [8], [7], [9]. The influence of this recruitment proves that whether employees achieve or not depends on management's recruitment patterns [18].

3.2.2. The Influence of Work Discipline on Employee Work Performance

Based on the results of calculations that have been carried out, the increase in work performance at PT. Nipro Indonesia Jaya is not influenced by work discipline. These results mean that discipline is not the main factor in determining or creating employees at PT. Nipro Indonesia Jaya to be able to excel. These results align with the results of studies conducted by [19]. Different things are shown by several research results which state that work performance can be influenced by work discipline variables [20].

3.2.3. The Influence of Recruitment and Work Discipline on Employee Work Performance

Based on the calculation results, the increase in work performance through the variables of recruitment and work discipline together is 21.30%. Thus, recruitment and employee work discipline simultaneously contribute to increasing employee work performance at PT. Nipro Indonesia Jaya, because recruitment and work discipline are an inseparable part of efforts to create optimal employee work performance. The results of this research are supported by [13], [14].
4. Conclusion

Recruitment at PT. Nipro Indonesia Jaya is well-perceived. Work discipline among PT employees. Nipro Indonesia Jaya is perceived lowly. Work performance of PT employees. Nipro Indonesia Jaya is well perceived. Increased work performance is influenced by recruitment variables with a moderate level of relationship. Increasing work performance is not influenced by the work discipline variable because it has a low level of relationship. Increasing work performance is influenced by recruitment and work discipline of employees at PT. Nipro Indonesia Jaya.

Authors' Declaration

Authors’ contributions and responsibilities – The authors made substantial contributions to the conception and design of the study. The authors took responsibility for data analysis, interpretation, and discussion of results. The authors read and approved the final manuscript.

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References


