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The Effect of Selection and Training on Employee Performance of Ptpn Iii Giting Nest Gardens

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ABSTRACT

This study aims to determine the effect of selection and training on the performance of employees of PTPN III Kebun Sarng Giting. The population in this study were 125 employees of PTPN III Kebun Sarang Giting and the sample was taken using probability sampling with disproportinate stratified random sampling technique so that the total sample was 56 people. The data were obtained by distributing questionnaires to respondents and then the data were processed using SPSS version 24.0 for windows. The data analysis technique used is multiple linear regression test with the formula Y = a + bX1 + bX2 + e. The simple linear regression test results obtained by the equation Y = 11,270 + 0.121 X1 + 0.386 X2 + e, where selection and training have a positive effect on performance variables. the t value obtained by the selection variable (X1) is 2.580 and training (X2) is 2.025 where the t value is greater than the t table value which is 2.004. The table above also shows a sig value of 0.00 where the significance value is smaller than 0.05. So it can be concluded that selection (X1) and training (X2) have a significant effect on performance (Y). The result of the F test is 5,176 with a sig level of 0,000, therefore the sig value of 0,000> 0.05 and the value of F count> F table, namely 5,176> 4,020, this indicates that the independent variables X1 and X2 simultaneously have a positive and significant effect on the dependent variable. Y. The value of R20,676 means that 67.6% of employee performance (Y) can be affected by the selection (X1) and training (X2) variables. While the remaining 32.4% is influenced by other variables not included in this study.

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1. INTRODUCTION

Every organization, both business oriented and socially oriented, is required to provide high employee performance for the development of the organization or company. To obtain high employee performance, the company must have quality Human Resources (HR), with the aim of being able to compete and be able to sustain the company through existing changes. One of the strategies that can be used by companies to face this challenge requires employees who have the ability or expertise and experience in their field of work.

Selection is basically aimed at getting workers who meet the requirements and have qualifications in accordance with the existing job descriptions. In addition, employee performance needs to be considered because an increase in employee performance will bring progress for the company to survive in an unstable business environment competition. Employee performance must

also be considered based on self-esteem beliefs because it greatly affects work results. With the self-confidence of employees who feel capable of completing their work, their work can be completed effectively and efficiently. Therefore, efforts to improve employee performance are the most serious management challenges because the success in achieving the goals and survival of the company depends on the quality of the performance of the employees in the company. Employee performance can be improved through various trainings provided by the company for its employees.

PT Perkebunan Nusantara III, abbreviated as PTPN III (Persero), is one of 14 State-Owned Enterprises (BUMN) that is engaged in oil palm and rubber plantations, processing and marketing of plantation products. The company is headquartered in Medan, North Sumatra and was officially established as a result of the restructuring of BUMN in 1996. PTPN III (Persero) has 679 employees spread over 3 divisions and 14 divisions.

The Company's business activities include the cultivation and processing of oil palm and rubber plants. The main products of the Company are Palm Oil (CPO) and Palm Kernel (Kernel) and downstream rubber products. The history of the Company begins with the process of taking over Dutch plantation companies by the Government of the Republic of Indonesia which is known as the process of nationalizing foreign plantation companies to become State Plantation Companies (PPN). State Plantation Company (PPN) was restructured into several State Plantation Companies (PNP) units. The legal entity form was changed to PT Perkebunan (Persero). In order to increase the efficiency and effectiveness of BUMN company business activities. The government restructured BUMN in the plantation subsector by merging businesses based on areas of exploitation and streamlining the organizational structure. Starting with the step of merging the management of 3 (three) BUMN Plantation which consist of PT Perkebunan III (Persero), PT Perkebunan IV (Persero) and PT Perkebunan V (Persero) the management into one management. Through Government Regulation no. 8 of 1996 dated 14 February 1996, the three companies were merged and named PT Perkebunan Nusantara III (Persero) which is domiciled in Medan, North Sumatra. PT Perkebunan Nusantara III (Persero) was established under the Notary Deed of Harun Kamil, SH, No.36 dated March 11, 1996 and has been legalized by the Minister of Justice of the Republic of Indonesia with Decree No. C2-8331.HT.01.01.TH.96 dated 8 August 1996 which was published in the State Gazette of the Republic of Indonesia No. 81 of 1996, Supplement to the State Gazette No. 8674 of 1996 regulated in law. Intensified global competition, deregulation, and technical advancements sparked ideas for change, which have prevented many companies from surviving. This phenomenon implies that human resource management practices and policies can play an important role in encouraging employee loyalty. Human resources are the main asset for companies that become planners and active actors in various activities in an organization. They have thoughts, feelings, desires, status, and educational background that are brought into a corporate organizational environment. They are not like money, machines, and materials which are positive in nature and can be fully regulated in supporting the achievement of company goals.

2. RESEARCH METHOD

2.1 Research Design

According to Moleong (2014: 71) design is a guideline or procedure and technique in research planning that aims to build a strategy that produces a blueprint or research model. The research design serves to assist the implementation of research so that it can run well. The research design used in this research is descriptive and quantitative. The definition of descriptive analysis method according to Sugiyono (2017: 35) is as follows: "Research conducted to determine the existence of independent variables, either only in one or more variables (independent variables) without making comparisons and looking for relationships between these variables and other variables. ". While the definition of quantitative research methods according to Sugiyono (2017: 8) is as follows Quantitative research methods can be interpreted as a research method based on the philosophy of positivity, used to research on certain populations or samples, data collection using research instruments, quantitative / statistical data analysis , with the aim to test the hypothesis".

2.2 Population

According to Sugiyono (2017: 80) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to study and then draw conclusions. In this study, the population was all employees with various positions at PTPN III Kebun Sarang Giting, totaling 125 people.

2.3 Samples

According to Sugiyono (2017: 81) the sample is part of the number and characteristics of the population. Determination of the number of samples to be processed from the population, it must be done with the right sampling technique .

As for sampling, methods and techniques are needed to make it easier to obtain. The sampling method in this study uses probability sampling with disproportinate stratified random sampling technique, which is a technique used to determine the number of samples, if the population is stratified but less proportional. This means that the sample selection of employees of PTPN II Kebun Sarnag Giting was chosen randomly from all parts or all parts or divisions of this company there were representatives.

2.4 Data Collection Techniques

According to Sugiyono (2017: 224) "Data collection techniques are the most strategic steps in research, because the main objective in research is to get data, without knowing data collection techniques, researchers will not get data that meets the set standards." research is carried out in the following ways:

a. Observation
   bservasi is collecting data by observing firsthand the condition of the object of research at the Department of Agriculture of Deli Serdang.
b. Interview
   Interview is used as a data collection technique if the researcher wants to conduct a preliminary study to find problems that must be researched, and also if the researcher wants to know the things of the respondents who are more in-depth in the number of respondents who are small / small. In this study, researchers used unstructured interviews, namely interviews that did not use interview guidelines.
c. Questionnaire
   The questionnaire is a data collection technique which is done by giving a set of questions or written statements to the respondent to be answered. The questionnaire is a data collection technique with the aim of obtaining relevant information about the variables. In measuring the respondent's answer, filling out a questionnaire on the variable selection, training and employee performance is measured using a Likert scale.

2.5 Data Analysis Techniques

In quantitative research, data analysis is an activity of analyzing data that has been collected from sources, both observations in the field and from other parties. Activities in data analysis are grouping data based on variables and types of respondents, tabulating data based on variables of all respondents, presenting data for each variable studied, performing calculations to answer problem formulations and performing calculations to test the hypotheses that have been proposed (Sugiyono, 2017: 147). The purpose of the data analysis method is to interpret and draw conclusions from a number of collected data. In accordance with the problem and a series of hypotheses, the analytical methods used to prove the truth in question are:

a. Descriptive Method
   Descriptive method is a way of formulating and interpreting existing data thus providing a clear picture through collecting, compiling and analyzing data so that an overview of the company being studied can be found.
b. Quantitative Data Analysis
   Quantitative data analysis is a form of analysis that uses numbers and calculations with statistical methods to test the truth of the research hypothesis that has been previously proposed.

3. RESULTS AND DISCUSSION

1. Validity test

The validity test aims to determine the accuracy of the questionnaire which means that the questionnaire is able to measure what is actually being measured. This is done by looking for the correlation of each statement item with the total score of the statement for the respondent's answer. To determine the validity of each statement item in the research instrument, it can be seen through the calculated r column and r table. If the calculated r value is greater than r table then the statement is declared valid. The value of r table at α = 0.05 with degrees of freedom df = n-2 = 54 in the two-way test is 0.2632.

2. Selection Validity Test (X_1)

Table 1. Data Tabulation Variable Selection (X_1)

No. Responden	No. Item Pernyataan										Jumlah
	1	2	3	4	5	6	7	8	9	10	
1	3	4	3	3	3	3	3	4	3	4	33
2	4	4	4	3	3	3	3	4	3	4	35
3	3	4	4	3	3	3	3	4	3	4	34
4	5	4	4	3	4	3	3	4	3	4	37
5	4	4	4	3	4	3	3	4	3	4	36
6	3	4	4	3	4	4	3	4	3	4	36
7	2	4	3	3	3	4	4	4	3	4	34
17	3	4	3	4	3	3	3	4	4	3	34
18	3	4	3	4	3	3	3	4	4	3	34
19	3	4	2	3	4	4	3	4	4	3	34
20	4	4	2	3	3	4	3	5	4	3	35
21	4	4	2	3	4	4	3	5	5	3	37
45	4	4	3	4	4	2	3	4	3	4	35
46	4	4	4	4	3	3	3	4	4	4	37
47	3	3	4	5	3	3	2	4	4	4	35
48	3	3	4	5	3	2	2	4	4	5	35
49	3	3	3	4	5	3	4	4	3	5	37
50	3	4	3	4	5	4	4	4	3	3	37
51	4	4	3	4	4	4	3	4	3	3	36
52	4	4	3	5	4	3	3	4	5	3	38
53	4	4	4	5	4	3	4	4	4	3	39
54	4	3	4	3	3	2	2	4	4	4	33

Based on the table 1 above, it can be seen that the test of the selection variable has a value greater than r table. If the calculated r value is greater than r table then the statement is declared valid. The value of r table at α 0.05 with degrees of freedom df = n - 2 = 54 in the two-way test is 0.2632. Thus it can be concluded that all statements from the selection used are valid and can be used in research.

3. Training Validity Test (X_2)

Table 2. Tabulation of Training Variable Data (X_2)

No. Responden	No. Item Pernyataan										Jumlah
	1	2	3	4	5	6	7	8	9	10	
1	4	3	4	3	4	4	4	3	4	3	36
2	4	3	4	3	4	4	4	4	4	3	37
3	4	3	4	3	4	3	4	4	4	3	36
4	4	5	4	3	4	4	4	3	4	3	38
5	4	5	4	4	4	4	4	4	5	4	42
6	4	4	5	4	4	4	5	4	5	4	43
7	4	4	5	4	4	4	3	4	5	4	41
8	4	4	5	4	4	4	3	4	5	4	41
23	4	4	4	5	4	3	3	2	4	4	37
24	4	4	4	5	4	4	4	3	4	4	40
25	5	4	4	4	4	4	4	3	4	3	39
26	5	3	4	4	4	5	5	3	5	4	42
27	5	3	4	3	5	3	5	2	4	3	37

28	4	3	5	3	4	3	4	3	4	4	37
29	5	4	5	3	4	3	4	3	4	4	39
30	5	4	4	4	5	3	3	2	4	3	37
31	4	4	4	4	4	4	3	3	4	3	37
32	4	4	4	4	4	4	4	3	4	3	38
33	4	5	4	4	4	4	4	3	4	4	40
34	5	5	4	4	4	4	4	3	4	3	40
35	5	5	4	3	4	4	3	3	4	5	40
36	5	3	5	3	4	4	3	4	4	5	40
37	4	3	4	3	4	4	4	4	4	4	38
38	4	3	4	5	4	4	4	4	4	3	39
39	4	4	5	5	4	4	3	4	4	3	40
40	4	4	4	5	4	4	3	4	5	4	41
41	4	4	4	4	4	3	4	4	5	4	40
42	4	3	5	4	4	4	4	4	4	3	39
43	4	3	4	4	4	4	3	4	4	4	38
44	4	3	4	4	4	3	3	4	4	4	37
45	5	5	4	4	4	3	5	4	4	4	42
46	5	5	4	4	4	4	5	4	5	5	45
47	4	4	4	4	4	4	4	4	5	5	42
48	4	4	4	4	4	4	4	4	4	4	40
49	4	4	4	3	4	5	3	4	4	4	39
50	4	3	4	3	4	4	3	4	4	5	38
51	4	3	4	5	4	4	4	5	4	5	42
52	4	4	4	5	4	4	4	4	4	5	42
53	4	4	4	4	4	4	4	4	4	5	41
54	4	5	4	4	4	3	4	4	4	4	40
55	4	4	4	4	4	4	4	4	4	4	40
56	4	4	4	4	4	4	5	4	5	5	43

Based on table 2 above, it can be seen that the test of the training variable has a value greater than r table. If the calculated r value is greater than r table then the statement is declared valid. The value of r table at α 0.05 with degrees of freedom df = n - 2 = 34 in the two-way test is 0.2632. Thus it can be concluded that all statements from the training used are valid and can be used in research.

4. Performance Validity Test (Y)

Tabel 3. Data Tabulation of Performance Variables (Y)

No. Responden	**No. Item Pernyataan**										**Jumlah**
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	
1	3	3	2	2	3	2	2	3	2	2	24
2	2	2	2	2	2	1	2	2	1	2	18
3	3	2	2	2	3	2	2	2	2	2	22
4	3	2	2	2	2	2	2	3	2	2	22
5	2	3	2	3	3	2	2	2	2	2	23
6	2	2	2	3	3	2	2	2	2	2	22
7	2	2	2	2	2	1	1	2	2	2	18
8	2	2	2	2	2	2	2	1	1	2	18
9	3	3	2	2	3	2	2	2	2	2	23
10	2	2	2	3	3	2	2	2	2	2	22
11	2	2	1	2	2	1	1	2	1	2	16
12	3	2	2	2	2	2	2	2	2	2	21
13	2	2	1	2	2	2	1	1	2	2	17
14	2	2	2	2	2	2	1	2	2	2	19
15	3	2	2	2	2	2	2	3	2	2	22
16	3	3	2	2	2	2	2	2	2	2	22
17	3	2	2	2	3	2	2	2	3	3	24
35	3	2	2	2	3	2	2	2	3	3	24
36	2	3	2	2	2	2	2	3	2	2	22

37	3	2	3	3	3	3	1	2	3	2	25
38	3	2	3	3	3	2	1	2	3	2	24
39	3	2	3	3	3	2	1	2	3	2	24
40	3	2	3	3	3	2	3	2	3	3	27
41	2	2	1	2	3	2	3	3	3	3	24
42	2	3	2	2	3	1	3	3	2	3	24
43	2	3	2	2	3	1	2	3	2	3	23
44	3	3	2	2	3	2	2	3	2	3	25
45	3	2	3	3	3	3	3	3	3	3	29
46	3	2	3	3	3	3	3	3	3	2	28
47	2	2	3	3	3	3	3	3	2	2	26
48	2	3	1	3	3	3	2	2	2	3	24
49	2	3	1	3	2	3	2	2	3	3	24
50	3	2	3	3	3	2	3	3	3	2	27
51	3	2	3	3	2	2	3	3	2	2	25
52	3	2	3	3	3	2	1	3	2	3	25
53	3	3	2	2	3	2	3	2	3	3	26
54	2	3	2	2	3	2	3	2	3	3	25
55	2	3	2	2	3	2	3	2	2	2	23
56	2	3	1	2	3	3	3	2	3	2	24

Based on the table 4.40 above, it is found that the test of the performance variable has a value greater than the r table. If the calculated r value is greater than r table then the statement is declared valid. The value of r table at α 0.05 with degrees of freedom df = n - 2 = 54 in the two-way test is 0.2632. Thus it can be concluded that all statements of performance used are valid and can be used in research.

1. Reliability Test

A questionnaire is said to be reliable or reliable if a person's answer to a question or statement is consistent or stable over time. Questionnaire items are said to be feasible if Cronbach alpha > 0.60 and it is said to be inadequate if Cronbach alpha <0.60.

a. Training Reliability (X_2)

Based on the table above, it is found that the results of the calculation of the reliability test show that cronbach's alpha in the training variable is 0.722 greater than 0.60 so that it can be concluded that the training variable research instrument can be declared reliable and feasible to be used as a variable in the measurement of this study because the reliable coefficient is greater than 0.60.

b. Performance Reliability Test(Y)

Based on the table 4.43 above, it is found that the results of the calculation of the reliability test show that Cronbach's alpha in the performance variable is 0.798 greater than 0.60 so that it can be concluded that the performance variable research instrument can be declared reliable and feasible to be used as a variable in the measurement of this study because the reliable coefficient is greater than 0.60.

c. Normality Test

The normality test is carried out to find out whether a data can be said to be normally distributed or not. If the points or data are near or follow the diagonal line, it can be said that the residual value is normal. Meanwhile, if the points move away or scatter and do not follow the diagonal line, this indicates that the residual value is not normally distributed.

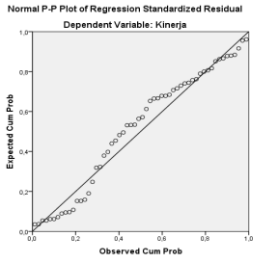

Figure 1. Ploting Normality

Based on Figure 1 above, it can be seen that the plot points in the image always follow and approach the diagonal line. So it can be concluded that the normality assumption for the residual value in the simple linear regression analysis in this study can be fulfilled.

3.2 Pembahasan

1. Multiple Simple Linear Regression Analysis
   This test aims to test the influence of the independent variables on the dependent variable. The simple linear regression equation used is as follows: $Y = a + bX_1 + bX_2 + e$
2. Multiple Linear Regression Analysis of Selection (X_1) and Training (X_2) on Performance (Y)
   This test aims to test how much influence the independent variable, namely selection (X 1) and training (X_2), on the dependent variable, namely attendance (Y_1). The results of the simple linear regression analysis in this study can be seen in table as follows: Based on the regression output, the multiple linear regression analysis model used in this study can be formulated as follows: $Y = 11{,}270 + 0.121X_1 + 0.386\ X_2 + e$
   From the regression equation it can be concluded:
   a. The value of the constant (a) is 11,270 . This means that if the Variable Value of Selection (X_1), and Training (X_2), the value is 0, then the value of performance is 11,270.
   b. The regression coefficient value of Selection (X_1) is positive and the training coefficient value (X_2) is 0 , 121 and 0.386 . This means that if there is an increase in Selection (X_1) and Training (X_2) by 1%, then Selection and Training will increase by 0,121 and 0.386 assuming other variables are constant.

   Thus it can be said that the selection (X_1) and training (X_2) have a positive effect on the performance (Y) of employees of PTPN III Kebun Sarang Giting. Based on the results of data processing above the t value obtained by the selection variable (X_1) is 2.580 and training (X_2) is 2.025 where the t value is greater than the t table value, which is 2.004. The table above also shows a sig value of 0.00 where the significance value is smaller than 0.05. So it can be concluded that selection (X_1) and training (X_2) have a significant effect on performance (Y).

4. CONCLUSION

Based on the results of research that has been conducted to determine how the effect of selection and training on employee performance, it can be concluded: The t value obtained by the selection variable is 2.580 and the training is 2.025 greater than the t table value, namely 2.004 with a significance of 0.000 <0.05. Making selection and training have a positive and significant effect on the performance of employees of PTPN III Kebun Sarang Giting. The calculated F value is 5.176 with a sig level of 0.000, therefore the sig value is 0.000> 0.05 and the calculated F value> F table is 5.176> 4.020, this shows that the independent variables X1 and X2 simultaneously have a positive and significant effect on the dependent variable Y The R value of 0.775 means that the relationship between selection (X_1) and training (X_2) on performance (Y) is 77.5%, meaning that there is a high relationship between variables. The value of R Square is 0.676, this means that 67.6% of employee performance (Y) can be influenced by the selection (X_1) and training (X_2) variables. While the remaining 32.4% is influenced by other variables not included in this study.

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