

The Effect of Recruitment and Selection on Employee Productivity with Social Media as Intervening Variable (Case Study on the Clients of Professional Leadership Center (PROLC))



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ABSTRACT: This study aims to determine the effect of recruitment and selection on productivity with social media as an intervening variable. This research used quantitative approach with Partial Least Square (PLS) technique. Sample of this study is 31 respondents of various companies and various positions that are being carried out by the respondents. The hypotheses are examined using the SmartPLS program version 3.0. The results in this study indicate that social media has a significant effect on productivity; recruitment has a significant effect on social media while selection has no effect on social media. Toward productivity, recruitment and selection have no effect on productivity. Related with the social media, recruitment and selection has an effect on productivity through social media. The insignificance of the results of the study was also made possible by the background of respondents who did not maximize the overall function of social media.

KEYWORDS: Recruitment, Selection, Social Media, Productivity, Employees.

INTRODUCTION

In the current era of globalization, humans cannot escape from social media. The existence of a digital revolution makes the system that works in the world also change, where traditional systems that are offline are now changing to online; therefore humans are also required to follow these developments. The recruitment system is also changed, where we used to apply offline or sent a letter of application through the post and also left the application by coming directly to the desired company. Tal (2018) stated that Internet has drastically changed the way of recruitment. In addition, millennial employees cannot be separated from social media, from posting about what is being done, telling what is being done in the status that available on social media, so that the time spent by these employees sometimes it runs out to be used using social media.

Social media can be used to collaborate and communicate knowledge creation among employees. Therefore it becomes better channels of communication which enhance employee's productivity (Yeshambel et al., 2016). Yeshambel et al. (2016) found that the social media has negative and positive relationship with participation and employee productivity. The negative relationship means employees spend most of their time on social media (68.4%) and employees use office hours to visit online social networks (86%). The positive relationship exists when employee use of social media for looking for and viewing work related information. This study wants to examine social media related productivity, because researchers need a lot of company data sources whose job is to recruit, so researchers also take the Professional Leadership Center (PROLC) as an object for research. Because Professional Leadership Center (PROLC) is engaged in corporate training and has a lot of clients who come from companies engaged in various fields. This is what underlies researchers to raise the theme of "**The Effect of Recruitment and Selection on Employee Productivity with Social Media as an Intervening Variable in Professional Leadership Center Clients (PROLC)**".

THEORETICAL BASIS

1. Job recruitment and Selection

Recruitment is the process of finding, inviting and establishing a number of people both from inside and outside the company as prospective workers with certain characteristics as determined in human resource planning. The results obtained from the recruitment process are a number of workers who will enter the selection process, namely the process to determine which candidates are most suitable to fill certain positions available in the company. Effective recruitment is the ability to recruit and select good quality people effectively from an organizational effort to get the best people (Fletcher, 2011). Lewis (1985) stated that recruitment is the activity that generates a pool of applicants, who want to be employed by the organization, from which those applicants are suitable, can be selected.

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2. Selection

Selection is the first attempt made by the company to obtain qualified and competent employees who will serve and do all the work at the company. Selection is the process of selecting applicants to be employees and placing them in the position needed by the organization. The objective of selection is to decide who can be most successfully performing the job and be a good employee for an organization. Finding and putting a candidate of employees in a right position is an expensive process. Therefore, it is very important for a human resource manager to be sure that the candidate is interested in the position that offered and she/he also has the required qualifications and skills (Rao, 2009; Sarma, 2008).

3. Social Media.

Social media is an online media, with its users can easily participate, share and create content including blogs, social networks, wikis, forums and the virtual world. Blogs, social networks and wikis are the most common forms of social media used by people throughout the world. Another opinion says that social media is online media that supports social interaction and social media using web-based technology that turns communication into interactive dialogue. Rodrigues et al. (2009) agreed that the typical characterization of human behavior to communicate, connect and meet new people is social networks. In addition, they stated that they can use social networks to share a common interest, information and knowledge as well as gain new knowledge.

4. Productivity

Productivity is how much and how well employees produce from resources used (Yeshambel et al., 2016). If the employees produce more or better goods from the same resources then it called they increase productivity. Increase productivity is also can be defined as producing the same goods from lesser resources (Rodrigues et al., 2009). In this research, we used the term productivity as the time spent by an employee for executing the job.

5. The Relationship Social Media with Recruitment, Selection and Productivity

There are six challenges should be considered in using social media for employee recruitment and selection (Landers and Gordon, 2016). These challenges are unknown of social media's reliability and validity; data of social media may not be practical; the use of social media's information may not be legal; the use of social media's information may not be ethical; the social media's information may not clear; and the social media's information may not match with academic researchers. Social media are an outcome of Web 2.0, standard of design in which web applications are driven largely (O'Reilly, 2007).

The goals of social media are connectivity and information sharing. In the employee's selection context, people provide great information about themselves via their online behaviors. These online behaviors will be observed, captured, analyze and acted by employers. Although people information can be observed, captured and analyze by employers, there are still unclear for both researchers and practitioners about the truth of the representation of the information and how to take advantage the information very well. Based on this explanation, we develop seven hypotheses. Those hypotheses are:

H1: Social media has a positive impact on productivity.

H2: Recruitment has a positive impact on social media.

H3: Recruitment has a positive impact on productivity.

H4: Selection has a positive impact on social media.

H5: Selection has a positive impact on productivity.

H6: Recruitment has a positive impact on productivity through social media.

H7: Selection has a positive impact on productivity through social media.

RESEARCH METHODOLOGY

Research design

This research used quantitative descriptive approach. This approach is used in completing a scientific research with the aim to solve the problem being studied namely about the role of company management in the process of recruitment, selection and productivity of employees through social media. This research is conducted by describing or exposure to the facts obtained based on data and facts gathered at the Client Professional Leadership Center.

The scope of research

The scope of this study is the Effect of Recruitment and Selection on Productivity through Social Media on Professional Leadership Center Clients.

Place of Research

The research was conducted at the Professional Leadership Center. The location of Professional Leadership Center is 1 in Araya Block Blok K2 No. 31 Malang, East Java, Indonesia.

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Operational Variable

The operational variable definition is an aspect of research that gives us information about how to measure variables. The operational definition is a kind of clue to us about how to measure a variable. Operational definitions are scientific information that greatly helps other researchers who want to conduct research using the same variables. Table 1 below is the operational variables of this research.

Table 1. Operational Variables

No	Variables	Sources	Indicators
1	Recruitment	Recruitment is a process finding qualified employee candidates with the number and types as needed by company (Wilson, 2012)	1. Job description 2. Efficiency 3. Organization policy
2	Selection	Selection is an activity to find and select the applicants by analyzed the motivation, ability, expertise and their knowledge in order to fulfill the place that needed by the company (Simamora, 2004)	1. Preliminary interview 2. Analyze the reference and background 3. Deeply interview
3	Social media	There are 3C in using the social media (Solis, 2010)	1. Context 2. Collaboration 3. Connection and relation
4	Productivity	Factors that used to measure productivity are quantity, quality and time line of works (Simamora, 2004)	1. The quantity of works 2. The quality of works 3. The timeline of works

Reliability Test

According to Sugiyono (2013), Reliability is a consistency of measuring tools in producing data, called constant. If the data measured by the same tool and repeatedly will produce / relatively the same data, then the data can be called reliable. Boundary values are used to assess or to test whether each variable can be trusted, reliable and accurate used the Alpha Coefficient formula from Cronbach.

Validity test

Validity is the extent to which the difference in scale scores is observed in SPSS output. This matrix is useful for finding variables that interfere with research, meaning variables that have a weak level and contribution to other variables. The extent to which the difference in the scale score observed reflects the actual difference between objects and the characteristics measured. This research used correlation product moment to measure the validity of the questionnaires. If each item of the questionnaire with the total score has significance value less than 5%, the item of the questionnaire is valid. On the other hand, if the value of significance higher than 5%, then the item of the questionnaire is not valid.

Data analysis

This study aims to predict whether there is a relationship between recruitment, selection and productivity. In addition, this study also wants to further examine the recruitment and selection are included as mediating variables between Social Media. Based on the purpose of the research, this research used Partial Least Square (PLS) method. PLS is analysis method that has characteristic as soft modeling because it does not assume that data has to measure with certain scale. It means that the number sample can be less than 100 (Ghozali, 2006). To process the data, this research used SmartPLS version 3. The steps to use the PLS are:

1. Design a structural model

The structural model in this study can be seen in Figure 1 below :

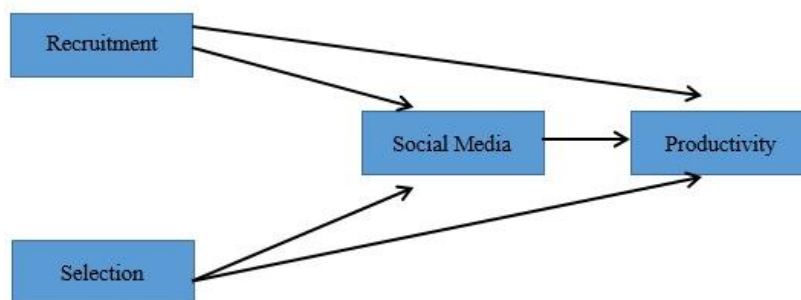


Figure 1. Structural Model

Source: Researcher 2019

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2. Evaluation of the Measurement Model (Outer Model)

Outer models are used to test the validity and reliability of indicators against their variables. Evaluation of the outer model is also used to identify whether the indicator is the construct of the research variable or the indicators are one unit or have dimensionality. There are three criteria in using data analysis techniques using SmartPLS to assess the outer model, namely convergent validity, discriminant validity and composite reliability.

3. Evaluation of Structural Model (Inner Model)

Furthermore, after the measurement evaluation is fulfilled, an evaluation of the structural model is carried out by looking at the R-square which is a goodness-fit model test (to see the size of the exogenous variables simultaneously / can simultaneously explain the endogenous variables).

4. Hypothesis Testing

- a. Hypothesis testing is done by looking at the t-statistic value in the output path coefficients (Mean, STDEV, T-Values).
- b. Do bootstrapping by comparing t-counts with t-tables with a significance of 5%. If t-count > t-table, it is concluded that there is an effect, whereas if t-count < t-table, then it is concluded there is no effect. In this study the t-table value for significance of 5% was 1.96.
- c. Look at the value in the original sample that shows the type of relationship between the independent variable and the dependent variable. If the original sample value is positive, then the relationship between the two variables is positive, which means that if there is an increase in the value of the independent variable, it will be followed by an increase in the value of the dependent variable. Vice versa.
- d. Testing the direct effect and indirect effect through mediation variables obtained through the formula:
 - 1) Direct influence: The value of the original sample of the independent variable to the dependent variable.
 - 2) Indirect effect: (original sample value of the independent variable to the mediation variable) X (original sample mediation variable to the dependent variable).

RESEARCH RESULTS AND DISCUSSION

Characteristics of Respondents

Respondents in this study are Professional Leadership Center Clients who work directly to conduct recruitment, selection, and employee productivity through social media as many as 60 respondents. Because this research focuses on recruitment using social media, 31 has been filled out completely and correctly so that it can be analyzed further.

Validity test

Validity test is used to determine the validity of the questionnaire distributed to respondents. To find out a questionnaire can be said to be valid then the value of r count > r table. In this study, the amount of data that can be used is 31 questionnaires, with a confidence level of 95% ($\alpha = 5\%$), then the r-table value of 31 is 0.355. Based on the results of the calculation of the correlation coefficient all questions have a significance Pearson correlation is greater than r table, where r table of 0.355 (r count > r table). Therefore it can be concluded that the question points can be used as further research instruments.

Reliability Test

Reliability tests are tests to show the extent to which a measuring device can be relied upon. In this study, reliability testing was conducted to find out whether the questionnaire distributed to respondents fulfilled the reliable requirements. A questionnaire can be said to be reliable if the Cronbach alpha value is greater than 0.6 or 60%. All of this research can be concluded that all variables in this study can be said to be reliable because the Cronbach alpha coefficient is greater than 0.6. Therefore the questions can be used as instruments for further research.

Hypothesis testing

In PLS statistical testing, every hypothesized relationship is done using simulations. In this case the bootstrap method is performed on the sample. Bootstrap testing is also intended to minimize the problem of research data abnormalities. Following is an explanation of the test results with bootstrapping from the PLS analysis.

1. The results of the first hypothesis testing indicate that the influence of Social Media variables on Productivity shows a path coefficient of 0.740 with a statistical t value of 4.670. The value of t statistic is greater than t table (1,703). This result means that Social Media has a positive and significant influence on Productivity which means that where Social Media influences Productivity. Thus the hypothesis is accepted.
2. The path coefficient value for the influence of the Recruitment Variable on Social Media shows a number of 0.511 with a statistical t value of 4.339. The value of t statistic is greater than t table (1,703). This result means that recruitment has a positive and significant effect on Social Media which means it is in accordance with the hypothesis that Recruitment is able to influence Social Media. Thus the hypothesis is accepted.

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3. The results of the third hypothesis testing indicate that the influence of the Recruitment variable on Productivity shows a path coefficient of 0.071 with a statistical t value of 0.632. The value of t statistic is smaller than t table (1,703). This result means that Recruitment has no significant effect on Productivity which means the hypothesis is rejected where Recruitment is not able to increase Productivity. Thus the hypothesis is rejected.
4. Testing the effect of the Selection variable on social media shows a path coefficient of 0.288 with a statistical t value of 1.719. The value of t statistic is greater than t table (1,703). This result means that Selection has a positive but not significant effect on Social Media which means it is not in accordance with the hypothesis where Selection has an influence on Social Media. Thus hypothesis four is rejected.
5. Testing the effect of the Selection variable on Productivity shows a path coefficient of -0.007 with a statistical t value of 0.054. The value of t statistic is greater than t table (1,703). This result means that Selection has a negative and not significant effect on Productivity which means it is not in accordance with the hypothesis where Selection is not able to increase Productivity. Thus the hypothesis is rejected.
6. The effect of recruitment on productivity with social media as an intervening variable can be seen from the value of the original sample recruitment variable to social media (0.551) multiplied by the original sample of social media variables to productivity (0.740) compared to the original value of recruitment samples to productivity (0.071). The result of the comparison is $0.551 \times 0.740 = 0.40774$ which means it is greater than 0.071, so that the influence through mediation is greater and the hypothesis is accepted.
7. The effect of selection on productivity with social media as an intervening variable can be seen from the original sample value of the selection variable to social media (0.288) multiplied by the original sample of social media variables to productivity (0.740) compared to the value of the original sample selection to productivity (-0.007). The result of the comparison is $0.288 \times 0.740 = 0.21312$, which means it is greater than -0.007, so the influence through mediation is greater and the hypothesis is accepted.

DISCUSSION

1. The influence of social media on productivity

Based on the results of calculations on the t test with a significance level of 5% and df 27, it is known that the t-test value for social media and productivity variables is $4,670 > 1,703$ and P value $0,000 < 0.05$. Thus the hypothesis stating that there is a positive influence between social media on productivity can be accepted and the results of this study are in accordance with the results of research conducted by Sijia et al. (2016), that social media has an influence on productivity.

2. Effect of Recruitment on social media

Based on the results of calculations on the t test with a significance level of 5% and df 27, it is known the t-test value for the recruitment variable to social media is $4,339 > 1,703$ and P value $0,000 < 0.05$. Thus the hypothesis stating that there is a positive influence between social media on Productivity can be accepted and the results of this study are in accordance with the results of research conducted by Nanda & Arik (2017), that recruitment has an influence on social media.

3. Effect of recruitment on productivity

Statistical test results from this study indicate that there is no influence of recruitment variables on productivity. Based on the results of calculations on the t test with a significance level of 5% and df 27, it is known that the t-test value for the recruitment variable to productivity is $0.632 < 1,703$ and P value $0.528 > 0.05$. Thus the hypothesis stating that there is a positive influence between recruitment on productivity is unacceptable and the results of this study are not in accordance with the results of research conducted by Siska & Jacky (2018), that recruitment has an influence on productivity.

4. Effect of Selection on social media

Based on the results of calculations on the t test with a significance level of 5% and df 27, it is known that the t-test value for the selection variable on social media is $1,719 > 1,703$ and P value $0.086 > 0.05$. Thus the hypothesis which states that there is a positive influence between selections on social media cannot be accepted. The results of this study are in accordance with the results of research conducted by Madera (2012) found that the intentions of applicants are lower for an organization that used social media as a selection tool than an organization that did not use social media as a selection tool.

5. Effect of selection on productivity

Based on the results of calculations on the t test with a significance level of 5% and df 27, it is known that the t-test value for the selection variable on social media is $0.054 < 1,703$ and P value $0.957 > 0.05$. Thus the hypothesis stating that there is a positive influence between selections on social media cannot be accepted and the results of this study are not in accordance with the results of research conducted by Siska & Jacky (2018), that selection has an influence on productivity.

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6. Effect of Recruitment on productivity through social media

From the summary information from the table on the influence of recruitment on productivity through social media as an intervening variable, it can be seen that the total influence between recruitment, productivity and social media variables is greater than the direct influence between variables, so it can be concluded that social media is able to mediate recruitment and productivity, meaning that the hypothesis be accepted. Thus the hypothesis which states that there is a positive influence between recruitment on productivity through social media can be accepted.

7. Effect of selection on productivity through social media

From the summary information from the table Effect of selection on productivity through social media as an intervening variable, it can be seen that the total effect between selection variables, productivity and social media is greater than the direct influence between variables so that it can be concluded that social media can mediate selection and productivity means that the hypothesis be accepted. Thus the hypothesis which states that there is a positive influence between recruitment on productivity through social media can be accepted.

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSION

Based on the results of research and discussion in the previous chapter, it can be concluded that from seven hypotheses, there are three hypotheses that are rejected. The three hypotheses are recruitment on productivity, selection on social media and selection on productivity. Although there is no effect of recruitment on productivity, through social media the recruitment influences productivity. Same with selection on productivity, directly there is no influence selection on productivity and social media, but using social media as an intervening variable, the selection has effect on productivity.

SUGGESTION

Based on the results of this research which is several hypotheses have been rejected, the authors provide some suggestions that can be used as input and material considerations that are useful for interested parties, including the following:

1. For Further Research

It is expected in future studies to add the use of methods other than questionnaires in data collection so that the data obtained are more valid, such as using the interview method. To get the better researches, it needs to add other independent variables other than recruitment and selection, social media, and productivity so as to produce better researches.

2. For companies

The results of this study is very important for the clients of the Professional leadership center to pay more attention to the process of recruitment and selection of employee productivity through social media, so that employees accepted later will have better productivity.

Employees who have been selected through a process of recruitment and selection through social media which already have good productivity should be maintained well and monitored their productivity through the media social so that it will produce maximum quality, quantity and timeliness.

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