

The Influence of Recruitment System to Employee Productivity Enhancement with Training and Spiritual Values Cultivation as a Moderator Variables

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The Influence of Recruitment System to Employee Productivity Enhancement with Training and Spiritual Values Cultivation as a Moderator Variables in Sharia Retail Unit of Kopontren Hidayatulloh As-Sakinah, Keputih, Surabaya

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This study aims to determine whether there is an influence of recruitment system, training and spiritual values cultivation on employee productivity at sharia Retail Unit of Hidayatullah Sharia Kopontren As-Sakinah Keputih Surabaya. In addition, this study also aims to examine whether training and cultivation of spiritual values moderates the relationship between the recruitment system and working productivity of employees in the Retail Unit of Hidayatullah Sharia Kopontren As-Sakinah Keputih Surabaya. The research sample was 62 respondents with a response rate of 79%. Multiple linear regression and Moderate Regression Analysis through the residual test approach were used to analyze the data. The finding indicates no partial effect between the recruitment system (X_1) and training (X_2) on employee productivity. On the other hand, cultivating spiritual values (X_3) positively and significantly affect employee productivity. Variable training moderator (X_2) and cultivation of spiritual values (X_3) do not impact employee productivity substantially in the Retail Unit of Hidayatullah Sharia Kopontren As-Sakinah Keputih Surabaya.

Keywords: Recruitment System, Training, Spiritual Values Cultivation, Work Productivity, Sharia Retail Business

1. Introduction

A supermarket is a modern retail business that embraces self-service operation, high-volume items, low profit and low cost. This retailing business specializes in offering food and beverages products and household goods (Kotler, 2008). The supermarket is characterized by arranging items on open shelves allowing consumers to choose the needed goods directly. This way of shopping is expected to provide satisfaction to the consumer. Payment of goods is made at the checkout counter or cashier.

The proliferation of supermarkets in Surabaya city has emerged many choices to consumers to decide where to spend their money to meet their daily needs. For managers, it is a challenge to work hard to exist in the increasingly competitive market. One aspect to be considered by the manager of the supermarket is the quality of human resources. According to (Santoso, 2007) the quality of human resources is services provided, and Siswantini *et al.* (2014) found the service variable significantly affects buying decisions on public sector projects in the South Tangerang Regional Government.

As-Sakinah is one of the supermarkets located in Surabaya. It is a cooperative of Hidayatullah Boarding School and is well known with Sakinah Supermarket name. The

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supermarket has grown well and had branches in many areas, one of which is in Keputih¹. As a supermarket developed under an Islamic boarding school, the supermarket is a famous shop with an Islamic atmosphere.

In empowering human resources, Sakinah supermarket conducts training and development in the form of spiritual activities. The program is expected to be able to train and motivate employees to become professionals in their field. One of the spiritual values of Islam cultivation is applying surah Al Jumuah verse 11, which requires employees to hasten to meet the muezzin call and leave all their works when a call to prayer is echoed. In addition to the training and cultivation of Islamic spiritual values, Kopontren As-Sakinah has had its criteria in recruiting workforce needed to hire skilled workforce and responsible in the world and hereafter.²

Simamora (1997: 213) argues that good recruitment results in the election of highly skilled employees and those who can work well and productively. Employees with high skills require less training and development than unskilled workers (Meldona and Siswanto, 2012). Training and development activities are implemented after the employee becomes officially part of the company. These activities are generally aimed to increase employee skills as a motor of the company in carrying out its duties and functions. (Sutrisno, 2013).

2. Literature Review

2.1 Recruitment

Recruitment is a process of searching, holding, finding and attracting applicants to be employed in an organization (Sutrisno, 2013) in a certain amount and meet the requirements (Mondy, 2008: 132; Mathis and Jackson, 2001) planned by division of human resources (Meldona, 2009).

The recruitment system is implemented differently by every organization. The recruitment system aims to obtain qualified human resources that meet organization or company requirements. To meet the workforce needs, companies must use an effective and efficient method of recruitment (Build 2012: 153). The internal and external models can be used as recruitment methods and sources depending on organizational needs (Meldona, 2009).

2.2 Training

Training is a systematic process of changing employees behaviour to increase efforts to achieve the organization goals (Rival and Simamora in Meldona, 2009). Training is conducted to provide knowledge and skills required by employees to work (Mondy 2008); several factors affect a training method (Meldona 2009): cost-effectiveness, program material needed, learning principle, facilities permanence and suitability, participants abilities and preferences and training instruction preferences.

Training objectives include appreciation of life and ideology enhancement, labour productivity enhancement, quality of work improvement, human resources planning improvement, moral attitude and morale improvement, achievement stimulation enhancement, health and safety at work enhancement, obsolescence avoidance, employee personal development enhancement (Mangkunagara, 2004); fulfilment of gap between new employee performance whose actual performance has been predicted and promotion preparation (Meldona and Siswanto, 2012). Training results can be observed by making the comparison between before and after training. The effects of exercise can increase or decrease work productivity and absenteeism (Bangun, 2012).

2.3 Spiritual Values Cultivation

According to the Indonesian Dictionary (Tim., 2008), spiritual means matters related to mental (spiritual, mental), spiritualization is soul formation. Following Elkins in Jalil (2013: 23-24), spirituality is how people understand and experience his presence. How an individual understands their existence and experiences starts from their consciousness on transcendental reality (in the form of belief in God, or anything perceived by an individual as a transcendent figure) in life and is characterized by the values they hold?

In economic terms, the relationship of religious spirituality as an economic factor has been taken seriously. It is based on the view that constraints as a factor of Islamic countries lag from non-Islamic countries is on Islamic values that have not been implemented as a spirit to be more productive (Jalil, 2013: 31). The prophet and his companions had never separated between business and spiritual values as mentioned in Quran surah Ad Dzariyat 56, 'And I did not create the jinn and humankind except to worship Me.

The same thing is applied in meeting life needs. There are three crucial spiritual roles mentioned in Al Quran related to business or economic activity: 1) creativity, the spiritual aspect is believed to make people understand the divine message, and physically embody it the level of the material. That is pushing one personal being to be creative and productive. 2) Control Function, spiritual awareness will prevent people from errors trap that may hinder sustenance. Spiritual strength will make employees carry out their work with absolute morals. Spirituality will prevent humans from arrogance toward anything that has been achieved. Spirituality will also improve responsibility as one believes that everything performed in this world will be demanded accountability 3) stabilizer, spirituality realizes humans to engage God presence from the beginning to the end of work. It makes employees have a good working pattern and avoid all forms of fraud and everything that can harm themselves and the company.

Abdullah (1994) in Fauroni (2014: 223) stated that economic behaviour is strongly influenced by one faith quality. The higher the quality of one faith, the more productive his economic behaviour in business and the more proportional he is in consumption behaviour.

2.4 Work Productivity

Productivity means mental states perceiving that the result of today work should be better than yesterday, tomorrow result must be better than today (Sirait, 2006: 247). Work productivity is also influenced by a sound recruitment system (Septeriana, 2009). Klingner and Nanbaldian in Gomes (2002) state that productivity is a function of the multiplication of employees supported by a high motivation, with employees' ability obtained through the exercises. The increasing productivity exhibits the excellent ability and emerges feedback to the company or employee motivation in the following stage. According to Sirait (2006: 248), the productivity index (IP) is the ratio of the amount of production (output) and the resources used (inputs).

Factors influencing productivity are 1) Education and Exercise, Nutrition and Health, motivation or willingness, Employment Opportunities, Leader Managerial Capabilities (Sirait, 2006: 249-251), Skill, Discipline, Attitude and Work Ethics, Income Level, Social Security, Work Environment and Climate and Technology (Sedarmayanti, 2004).

2.5 Productivity in Islam

In Islam point of view, work is a form of worship while laziness is misconduct (Rivai, 2012: 76-7). Umar Bin Khattab once scolded someone who left work and struggles for

praying. In a hadith narrated by Ahmad, work is mentioned as jihad fii sabilillah, "Indeed, those who work hard for his family living, he is mujahid fii sabilillah. (HR. Ahmad)

A Muslim worker should promote achievement, strive earnestly and admit mistakes when making mistakes. Javanese proverb says, "*sepur mundur ora isin*" meaning that changing attitude and character to be more competitive is part of religious jihad; business success and blessing will not be obtained without a hard struggle (Fauroni, 2014: 139). In Islamic economics, the work and productivity perspective achieve three goals: fulfilling needs, achieving reasonable profit and creating social and natural environment wealth.

3. Methods

This research was conducted in Sharia Retail Unit of Kopontren Hidayatullah As-Sakinah Keputih Surabaya, on Jalan Arief Rahman Hakim No. 32 and No. 100 Sukolilo, Surabaya. The study was done from December 2015 to May 2016. The sample of 62 respondents was taken from 76 populations with a respondent rate of 79%. Data collection was carried out by distributing questionnaires to the respondents. In addition to spreading the questionnaire, the researcher also interviewed respondents with positions of supervisors and managers as compliance data for finding their subordinate work patterns. Observations were also shown to observe employees' daily life.

The research hypotheses are:

1. There is no influence of recruitment system on labour productivity enhancement
2. There is no influence of training on labour productivity enhancement
3. There is no influence of spiritual values cultivation to work productivity enhancement
4. Training does not moderate recruitment system to labour productivity enhancement
5. Spiritual value cultivation does not moderate the procedure of recruitment to labour productivity enhancement.

The research concept is described as follows:

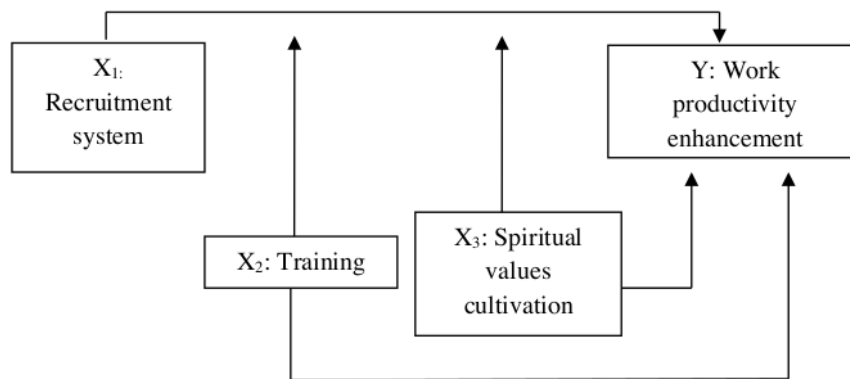


Figure 1. Research Conceptual Framework

The stages of data analysis were carried out through classical assumption test, multiple linear regression, Moderate Regression Analysis (MRA) and t-test (Tambun, 2013; Siregar, 2010; Liana 2009; Sunyoto, 2012).

4. Finding

Characteristics of respondents in this study are all male with positions as salesman, cashier and warehouse. Work duration varies from less than one year to 14 years. Characteristics of the respondents are detailed in the following table:

Table 1.
Characteristics of Respondents

Gender	Male	49 People
	clerk	32 People
Division	Cashier	11 People
	Warehouse	6 people
Duration of work	<1 year	13 People
	1 year - 7 years	34 People
	7 years old - 14 years	2 people

Source: Data processed by SPSS version 20

Data analysis used multiple linear regression analysis by using SPSS version 20 with the following results:

Table 2.
Results of Multiple Linear Regression Analysis
coefficients^a

Model	unstandardized Coefficients		standardized Coefficients	t	Sig.
	B	Std. Error	beta		
(Constant)	9,680	3627		2,669	.011
Recruitment system	.053	.287	.024	.185	.854
training	.242	.190	.199	1,276	.209
Spiritual Values cultivation	.781	.180	.572	4,350	.000

a. Dependent Variable: Work productivity

Source: Data processed by SPSS version 20

The table exhibits multiple linear regression model as follows:

$$Y = 9.680 + 0.053X_1 + 0.242X_2 + 0.781X_3$$

There is a positive relationship between recruitment system (X_1), training (X_2) and spiritual values cultivation (X_3) and work productivity with an R-value of 0.725 (see the attachment). While there is a strong relationship, three variable contributions are only 49.4% and the remaining 50.1% is influenced by other variables not addressed in this study.

The hypotheses 1 to 3, t-test was used as follows:

1. hypothesis 1

$H_0: b_1 = 0$: There is no influence between recruitment system and labor productivity enhancement. t value of variable X_1 (recruitment system) is 0.185. Table of t distribution is sought on $\alpha = 0:05: 2 = 0.025$ (2 sides test) with degrees of freedom (df) $nk-1$. And (df) $49-3-1 = 45$, then t value on table of this study is 2,014. T value (0.185) < t table value (2.014), then H_0 is accepted.

2. hypothesis 2

$H_0: b_2 = 0$: There is no effect of training on work productivity enhancement. t value variable X_2 (training) was 1,276. t distribution table is sought on $\alpha = 0:05: 2 = 0.025$ (2 sides test) with degrees of freedom (df) $nk-1$. And (df) $49-3-1 = 45$, then the t table value in this study is 2,014. T value is $1,276 < t$ table is 2.014, then H_0 is accepted.

3. hypothesis 3

$H_0: b_3 = 0$: There is no influence of spiritual values cultivation on work productivity enhancement. T value variable X_3 (spiritual values cultivation) is 4.350. Table of t distribution is sought on $\alpha = 0:05: 2 = 0.025$ (2 sides test) with degrees of freedom (df) $nk-1$. And (df) $49-3-1 = 45$, then t table value in this study was 2,014. T value was 4.350, t table was 2.014, then H_0 is rejected.

The moderator variable tested in this study, the residual test method used SPSS version 20, and the following result is presented:

1. Training Moderator Variable (X_2)

Table 3.

Results of Residual Training Moderator Variable Test

Model	coefficients ^a				t	Sig.
	unstandardized Coefficients		standardized Coefficients	beta		
	B	Std. Error				
(Constant)	4848	1999			2,426	.019
Work productivity	-.094	.059	-.226		-1589	.119

a. Dependent Variable: Moderator X_2

Source: Data processed by SPSS version 20

According to the table, the value of the parameter coefficient is -0226 (negative), and the significant value is 0.119 (not significant). The test results indicate that training is not a moderator variable.

Moderator Variable of Spiritual Value Cultivation (X_3)

Table 4.

Residual Test Results of Spiritual Values Cultivation Variable Moderator

coefficients ^a					
Model	unstandardized		standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	beta		
(Constant)	4,100	1955		2,097	.041
Productivity	-.066	.058	-.163	-1136	.262

a. Dependent Variable: Moderator X₃

Source: Data processed by SPSS version 20

According to the table, the value of the parameter coefficient is -0163 (negative), and the significant value is 0.262 (not significant). The test results indicate that spiritual value cultivation is not a moderator variable.

5. Discussion

The finding of the present study is inversely proportional to previous research. Septeriana (2009) work indicated that the recruitment system has a significant effect on employee productivity. The results of this study do not support the development found by Simamora (1997), stating that recruitment success was determined by the employees who passed the test. Qualified employees worked better and were more productive than low skilled employees. That is because the sharia retail unit has not had specific requirements as the job required. The main requirement given by the institution in the recruitment of employees is that the applicant must be devout Muslim; they believe that a person ability can grow as they become an employee.

The training variable in the Sharia Retail unit of Hidayatullah Kopontren As-Sakinah Surabaya did not significantly affect employee productivity, in contrast to the previous researches conducted by Bangun (2012) and Sirait (2006). Results of interviews with the respondents indicated that training was less practical as the form is a seminar and only presents a theory. The absence of outside or within trainers who have a relationship with employees could training on productivity. The trainer can not monitor; thus, the trainer could not help and provide solutions to training materials.

The observation result indicates that service provided by the employee to the consumer has not met the criteria of current services as many employees showing faces without expression while they are on duty; some even offer unfriendly faces to consumers, especially women. The researchers suspect that training related to customer service has not been implemented, and it is possible that not been implemented optimally.

Variable of spiritual values cultivation is harmonious with the results of previous studies (Mustikasari, 2015; Esfahani and Najafi, 2015). Spiritual activities and intelligence have a positive impact on one professional work that labour productivity increases. However, this finding slightly contradicts the previous discussion that in the case of services, especially to women consumers, the impression of the cold and less friendly face is shown by the employees As-Sakinah. Whether this is influenced by spiritual studies performed over the years on lowering eyes to women, the view still needs to be studied more deeply.

Hypothesis assuming training as a moderator variable was not proven in this study. The idea is reinforced by previous research (Asrul, 2011). Training and development activities

productivity is theoretically correct because training aims to improve work productivity (Mangkunegara, 2006).

The positive and significant relationship between the recruitment system and employee productivity can occur if the recruitment system has been well organized and standard. Thus, employees received are qualified and skilled employees on the job. Simamora in Meldona and Siswanto (2012) argued that the productivity problem caused by new employees indicates the need for applicants with higher qualifications. It can be used as a reference for the company to add a requirement for prospective employees and perform a more selective recruitment system. However, other variables can amplify the (moderate) positive relationship between the recruitment system and productivity.

6. Conclusion

The recruitment system and employees productivity in Sharia unit Retail of Kopontren Hidayatulloh As-Sakinah, Keputih, Surabaya not significantly because of 1) the absence of specific criteria for prospective employees following their role within the company and 2) the absence of a tight recruitment system and adjusted to the required position. In the future, the company must possess the more specific qualification for prospective employees that the company receive employees appropriate to the task at hand.

There is no significant influence between training and employee productivity at the company as 1) low training implementation 2) low effective training method 3) Absence of an ongoing relationship between the trainers and employees. In the future, the company should reform training methods to make employees more motivated and more applicable material presented to complete homework assignments that have been charged.

There is a partially positive and significant effect on the variable of spiritual values cultivation on employee productivity while services are not optimal. Variable of training and cultivation of spiritual values is not a moderator variable for test results showed no significant effects.

7. Future research

Further research is expected to be developed by observing other control variables as a moderating variable in the recruitment system to increase employee productivity. It is mainly on efforts based on sharia economy as an improvement for the management and development of business based on sharia economy to balance conventional economic system.

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¹ Khoirul Anam (Human Resources Manager), Interview, Supermarket As-Sakinah Keputih Surabaya, December 15, 2015.

² Khoirul Anam (Human Resources Manager), Interview, Supermarket As-Sakinah Keputih Surabaya, December 15, 2015.

Attachment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.725 ^a	.526	.494	2.4496

a. Predictors: (Constant), Spiritual Values cultivation, Recruitment system, Training.

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