

Effect of Recruitment and Training on Employee Turnover Intention at Bfi Finance Serpong

Dewi Sartika

Management, Faculty of Economics and Business, Pamulang University, South
Tangerang, Indonesia

Abstract

Received: 5 August 2022
Revised: 11 August 2022
Accepted: 20 August 2022

The purpose of the research that the author did was to determine the effect of recruitment on Turnover Intention, the effect of training on Turnover Intention. And to determine the effect of recruitment and training together on Turnover Intention at PT BFI Finance Serpong. The population and sample in this study were employees at PT BFI Finance Serpong, totaling 112 samples using the saturated sample technique. The research method used by the author is a quantitative descriptive method, method data collection by distributing questionnaires which are then processed using regression analysis. The test used to test the research instrument in the form of validity and reliability tests. classic assumption test, namely: normality test, multicollinearity test, and autocorrelation test. Hypothesis test consists of: correlation test, determination test Simple linear regression test, multiple linear regression test, t test (partial) and F test (simultaneous) with the help of SPSS 24 Software for Windows. Based on the results of the research on the descriptive test, it is known that the variable recruitment the number of statements answered with the word agree as big as 53.3% or with the agree criteria, the training variable with agreeing 54.7% or agreeing criteria, and those who answered agreeing on the Turnover Intention variable with 54.3% agreeing or agreeing with the statement. Analysis result There is a positive and significant influence between recruitment and training on Turnover Intention at PT BFI Finance Serpong. This can be seen from the multiple linear regression value $Y = 13,465 + 0,569 X1 + 0,447 X2$, constant value of 13,465 shows that if Recruitment (X1) and Training (X2) is worth 0, then the Turnover Intention value is 13,465. The correlation coefficient value is 0.861, the coefficient of determination of the recruitment and training variables contributed to the effect of 74.2%, the effect of recruitment and training on Turnover Intention is significant because it has a value of Fcount 11.065 > Ftable 3.08 and significant value 0.000 < 0.05.

Keywords: Recruitment, Training, Turnover Intention

(*) Corresponding Author: lecturer02208@unpam.ac.id

How to Cite: Sartika, D. (2022). Effect of Recruitment and Training on Employee Turnover Intention at Bfi Finance Serpong. *International Journal of Education, Information Technology, and Others*, 5(4), 226-234. <https://doi.org/10.5281/zenodo.7046223>

INTRODUCTION

BFI FINANCE, which is engaged in this financing, is a large company that has branches in almost all of Indonesia. With the success of BFI Finance, it is certainly interesting to analyze and find out how the human resources in a company as big as BFI Finance are. In line with the company's vision, mission, and strategy to become a world-class company in the financing sector, it is necessary to implement more focused efforts in developing Human Resources consistently and



continuously.

This company is able to prove that it can compete in the community to facilitate the community in terms of financing services. However, in contrast to the reality on the ground, some employees of BFI Finance Serpong are less than optimal in carrying out their duties due to inappropriate placements in departments that are not under their control. So that in carrying out their duties employees tend to be less enthusiastic, reluctant, and afraid. With these feelings, turnover intention in the company decreases. One way to overcome this is by manpower planning and training employees.

According to Mardianto (2014: 8), recruitment is defined as a process to get prospective employees who have the ability to match the qualifications and needs of an organization or company. At BFI Finance Serpong, in recruiting employees, they use online and internal media outsourcing services. For contract employees. This outsourcing service serves as a distributor for the needs of job vacancies and job seekers. Outsourcing services usually provide job information services through a bulletin board containing a list of vacancies.

The weakness of this external source is that in the employee recruitment implementation system there are obstacles or obstacles, for example the selection of prospective employees is based on nepotism and does not match the work skills possessed by employees with their jobs. The implementation was hampered due to several problems and an inappropriate recruitment flow, causing the process to be less than optimal. The recruitment process must be based on job descriptions, so as not to hinder the process of achieving company goals. The recruitment process that is not optimal and does not match the job description can create employees who do not work according to the company's wishes in achieving the targets that have been set. Here the author attaches a recap of recruitment. At BFI Finance Serpong, Recruitment of employees for the field section is recruited based on vacant positions in a division, regardless of the basis of the prospective employee, for example the prospective employee applies for collection, but because the vacant position is in the marketing division, the employee is placed in the marketing division. This results in the employee being uncomfortable and lacking enthusiasm in carrying out their duties, which results in unexpected performance. In the company, employees are required to be competent employees in carrying out their work, with these demands regardless of the basics and interests of the employee, resulting in the employee feeling depressed because he feels unable to carry out his duties properly and in the end the employee resigns. without looking at the basis of the prospective employee, for example the prospective employee applies for a collection, but because the vacant position is in the marketing division, the employee is placed in the marketing division. This results in the employee being uncomfortable and lacking enthusiasm in carrying out their duties, which results in unexpected performance. In the company, employees are required to be competent employees in carrying out their work, with these demands regardless of the basics and interests of the employee, resulting in the employee feeling depressed because he feels unable to carry out his duties properly and in the end the employee resigns. without looking at the basis of the prospective employee, for example the prospective employee applies for a collection, but because the vacant position is in the marketing division, the employee is placed in the marketing division. This

results in the employee being uncomfortable and lacking enthusiasm in carrying out their duties, which results in unexpected performance. In the company, employees are required to be competent employees in carrying out their work, with these demands regardless of the basics and interests of the employee, resulting in the employee feeling depressed because he feels unable to carry out his duties properly and in the end the employee resigns. but because the vacant position is in the marketing division, the employee is placed in the marketing division. This results in the employee being uncomfortable and lacking enthusiasm in carrying out their duties, which results in unexpected performance. In the company, employees are required to be competent employees in carrying out their work, with these demands regardless of the basics and interests of the employee, resulting in the employee feeling depressed because he feels unable to carry out his duties properly and in the end the employee resigns. but because the vacant position is in the marketing division, the employee is placed in the marketing division. This results in the employee being uncomfortable and lacking enthusiasm in carrying out their duties, which results in unexpected performance. In the company, employees are required to be competent employees in carrying out their work, with these demands regardless of the basics and interests of the employee, resulting in the employee feeling depressed because he feels unable to carry out his duties properly and in the end the employee resigns.

Therefore, the company's management must be able to understand how best to manage employees who come from different backgrounds, skills, and abilities so that employees can work according to the skills and types of work given. The new employees who will replace him will have different tenures. Recruitment can also be done to add new employees into a work unit whose activities require high activity.

The recruitment process also requires an effective training process, this is done to make employees equal so that the strength of the human resources they have becomes more balanced. The desire to leave work or the organization causes employees to do work that is not in accordance with existing procedures in the organization, thus automatically causing employee performance to decrease. Employees will stay in the organization if the organization can provide what employees want, management can provide effective motivation if they know what they want, need, and are valuable to employees.

The compensation in question is not only financial compensation but also non-financial compensation such as workplace comfort, health insurance, and bonuses. Financial compensation alone is not proven to have an impact on employee welfare. Control and prevention of Turnover Intention can also be done early, namely the beginning of the recruitment process. Actions that can be taken are to explain working conditions to employees, select employees with appropriate specifications, and a tiered orientation process for employees.

To encourage this statement, the authors obtained data on the number of employees who participated in a series of training from 2017-2019 at BFI Finance Serpong. Turnover Intention at BFI Finance Serpong above shows the desire to change jobs. The increasing number of Turnover Intentions shows that BFI Finance Serpong employees feel uncomfortable and even dissatisfied at work. Dissatisfaction at work also shows that employees feel disappointed in the

company, so they show negative work behaviors such as: coming late to work, not coming to work, postponing work, and even making the decision to leave the company.

The dissatisfaction that exists in employees comes from complaints about the problems they are experiencing, such as: in the UFI department, the Marketing Credit Executive (MCE). Employees feel their workload is too high because they have to do work outside of their interests, and are being chased by high targets, and the salary they receive is not in accordance with the initial recruitment agreement, where operating money comes from deductions from their basic salary, which was at the beginning of the agreement. operating money in addition to their basic salary.

According to Zeffane (2015:25) Turnover Intention is the cessation of employees from their place of work voluntarily. Meanwhile, Matihis and Jackson (2014: 125) reveal that Turnover Intention causes other losses for the company, namely the costs that must be incurred such as recruitment costs, training costs, productivity costs, and dismissal costs. Various kinds of costs that have been spent on HR development are just wasted and to recruit employees again, the company will incur similar costs for the second time.

From the table above, it is found that the identification of problems, first, the recruitment process that is not optimal and not in accordance with the job description can create employees who work not according to the company's wishes in achieving the targets that have been set. Second, the lack of maximum employees due to placement in departments that are not controlled because of training that is not in accordance with what employees expect. So that in carrying out their duties employees tend to be less enthusiastic, reluctant, and afraid to make decisions. Third, the desire to leave work or the organization causes employees to do work that is not in accordance with existing procedures in the organization, thus automatically causing employee performance to decrease. Given the above problems,

Therefore, according to this background, the writer chose the title of "The Effect of Recruitment and Training on Employee Turnover Intention at BFI Finance Serpong".

LITERATURE REVIEW

Turnover Intention

Mobley (2015:144) argues "Turnover Intention is the level of leaving or moving employees from one company to another, either voluntarily or forced without being accompanied or accompanied by the provision of rewards. According to Harninda (2014: 127), "Turnover intention is basically the same as the desire to move employees from one workplace to another. Meanwhile, according to Harnoto in Denny Bagus (2016:132), turnover intention is the level or intensity of the desire to leave the company, there are many reasons that cause this turnover intention and one of them is the desire to get a better job.

Turnover is a special challenge for human resource development, because these events are unpredictable, development activities must prepare every time employees leave.

According to Abelson in Rita Andini (2016: 111), most employees who leave the organization for voluntary reasons can be categorized into avoidable voluntary

turnover and unavoidable voluntary turnover. Avoidable voluntary turnover can be caused by reasons in the form of salary, working conditions, superiors or other organizations that are felt to be better, while unavoidable voluntary work shifts can be caused by changes in career paths or family factors.

According to Harninda (2015:27): "Turnover intention is basically the desire to move employees from one workplace to another." This opinion shows that turnover intention is the desire to move, not yet at the realization stage, which is to move from one workplace to another

Dimensions and Indicators of Turnover Intention

Harnoto (2015:62) explains several dimensions contained in turnover intention, including:

- a. Changes in attitude, namely employee behavior in the work environment and employee attitudes in prioritizing work responsibilities.
- b. Work protest, which starts from the thought of employees to stay or not in the organization and employees convey their aspirations to their superiors.
- c. The desire to leave the organization is the intention of the employee in carrying out the work and the employee's actions regarding the continuity of his career at the company.

From the three dimensions above, it can be described as an indicator of turnover intention according to Harnoto (2015:62) as follows:

- a. Employee Behavior and Priorities
- b. Employees Thinking and Delivering Inspiration
- c. Intentions and Actions.

Recruitment

Recruitment is one of the HR functions in the aspect of manpower procurement which specifically gets prospective employees to then select which one is the best and most in accordance with the required requirements, one of which is through the recruitment process. All of these are the main duties and responsibilities of the HR department. The quality of the company's Human Resources depends on the quality of a recruitment process. According to (Hasibuan, 2012: 40) recruitment is an effort to find and influence prospective workers to want to apply for job vacancies offered by a company.

Meanwhile, according to Handoko (2015: 55), recruitment or withdrawal is related to the search and withdrawal of a number of potential employees who will be selected to meet the needs of the organization. A similar definition was also put forward by Nurmansyah, (2016: 71) which defines recruitment as an activity to get new workers to fill existing vacancies in units within the company. According to Rivai (2012: 148), recruitment is a series of activities that starts when a company needs workers and opens job vacancies until it gets the desired candidate or meets the qualifications according to the existing position or vacancy.

Recruitment Indicators

Recruitment or withdrawal is concerned with finding and attracting a number of potential employees who will be selected to meet the needs of the organization. Meanwhile, according to Moikijat in Windasari (2013:24) a good recruitment process, the indicators are:

- a. Education level: is the limit or level of education of prospective employees that has been set by the company.

- b. Technical ability: is the technical ability possessed by prospective employees to support career development.
- c. Skills: prospective employees who have special skills in certain fields will be very helpful in carrying out the work.
- d. Innovative: employees who have creative ideas and refreshment in work activities are needed by the company.
- e. Interview: is an activity in the recruitment process that is very important.

Training

According to Chan in Priansa (2016: 24), training is learning provided in order to improve performance related to current work. There are two implications in this sense. First, the current performance needs to be improved, there is a gap between the knowledge and abilities of current employees, with the knowledge and abilities needed today. Second, learning is not to meet future needs, but to be used immediately.

Meanwhile, according to Sunyoto (2012: 137), "Manpower training is every effort to improve the performance of workers in a particular job that is being their responsibility or a job that has to do with work".

According to Dessler (2013: 273), "Training is the process of teaching new or current employees the basic skills they need to perform their jobs". Training is defined as the process of teaching new or currently employed employees the basic skills they need to do their jobs.

According to Notoatmodjo (2016: 19), "Training is a process that will result in a change in behavior for employees or employees".

Training Indicators

Training is learning provided in order to improve performance related to current work. The indicators of training according to Terry (2010:202) are as follows:

- a. Training Objectives: Training is a set of objectives, specifically related to action plans (action play) and target setting, as well as the expected results of the training to be held.
- b. Material: Human resource training requires material or curriculum that is in accordance with the objectives of human resource training to be achieved by the organization.
- c. Method: The training method will ensure that the training activities for human resources are effective if it is in accordance with the type of material and the ability of the trainees.
- d. Qualifications of Participants: Training participants must of course be selected based on certain requirements and appropriate qualifications.

RESEARCH METHODS

The nature of this research is associative. According to Sugiyono (2015:5) "Associative research is research that aims to determine the effect of two or more variables". Associative research is a study to determine the effect of these two (or more) variables. Where the influence of variables in the study will be analyzed using statistical measures that are relevant to the data to test the hypothesis

RESULTS AND DISCUSSION

Recruitment Against Turnover Intention

Based on the results of the descriptive test, it is known that the Recruitment variable, the majority of respondents answered "agree" by 53.3% of the statements given. By referring to the t statistical test, it can be seen that the Recruitment variable has a t value of $6.442 > t_{table} 1,662$. This means that partially recruitment has a positive and significant effect on Turnover Intention, and significant results are obtained which show a value of $0.000 < 0.05$, which means that there is a significant effect between Recruitment and Turnover Intention. This shows that H_{01} is rejected and H_{a1} is accepted, meaning that the Recruitment variable perceived by employees is less in line with what is expected to partially affect Turnover Intention. So that, if the value of the Recruitment variable is not responded well by employees increases, then *Turnover Intention* going up. The results of this study prove what is in the identification of problems, where the recruitment process is not optimal and employees work not in accordance with the job description. In addition, the company in recruiting employees does not look at the technical capabilities possessed by prospective employees.

Training on Turnover Intention

Based on the results of the descriptive test, the training variable the majority of respondents answered "agree" by 54.7% of the training statement. Based on the t statistical test, it can be seen that the training variable has a t value of $5,890 > t_{table} 1,662$ with a significant value of $0.012 > 0.05$. This shows that H_{02} is rejected and H_{a2} is accepted, meaning that the training variable that is not as expected by employees has a partial and insignificant effect on Turnover Intention. So, if the value of the Training variable that is not in accordance with what the employee expects increases, then Turnover Intention will increase. The results of this study are in accordance with what is identified in the problem, where the employees are less than optimal due to placement in the department not being controlled. In addition, employees who participated in the training felt that the instructor did not master and did not provide actual examples.

Effect of Recruitment and Training on Turnover Intention

Based on the results of the descriptive test, it is known that the respondent's Turnover Intention variable answered "agree" by 54.3%. Based on the F statistical test (simultaneous), it can be seen that the F-count value is $11.065 > F_{table} 3.08$ and the significant value is $0.000 < 0.05$, it can be concluded that H_0 is rejected and H_a is accepted, this means that the Recruitment and Training variable responded to by employees who are not good and not as expected simultaneously have a significant effect on Turnover Intention. The results of this study are in accordance with those in the identification of problems, where the desire to leave work or the organization causes employees to do work that is not in accordance with existing procedures in the organization, thus automatically causing employee performance to decrease. Referring to the results of respondents' answers, many employees often complain about their daily workload. This employee complaint is certain because there is a recruitment system that is not as expected and the training received by employees has not been in accordance with what employees want.

CONCLUSION

Based on the problem data using multiple linear regression models, it can be concluded as follows:

1. Recruitment variable majority of respondents answered "agree" by 53.3% of the statements given. By referring to the t statistical test, it can be seen that the Recruitment variable has a t value of $6.442 > t_{table} 1,662$. This means that partially recruitment has a positive and significant effect on Turnover Intention, and significant results are obtained which show a value of $0.000 < 0.05$, which means that there is a significant effect between Recruitment and Turnover Intention. This shows that H_01 is rejected and H_{a1} is accepted, meaning that the Recruitment variable perceived by employees is less in line with what is expected to partially affect Turnover Intention. So that, if the value of the Recruitment variable is not responded well by employees increases, then *Turnover Intention* going up. The results of this study prove what is in the identification of problems, where the recruitment process is not optimal and employees work not in accordance with the job description. In addition, the company in recruiting employees does not look at the technical capabilities possessed by prospective employees.
2. Training variable majority of respondents answered "agree" by 54.7% of the training statement. Based on the t statistical test, it can be seen that the training variable has a t value of $5,890 > t_{table} 1,662$ with a significant value of $0.012 > 0.05$. This shows that H_02 is rejected and H_{a2} is accepted, meaning that the training variable that is not as expected by employees has a partial and insignificant effect on Turnover Intention. So, if the value of the Training variable that is not in accordance with what the employee expects increases, then Turnover Intention will increase. The results of this study are in accordance with what is identified in the problem, where the employees are less than optimal due to placement in the department not being controlled. In addition, employees who participated in the training felt that the instructor did not master and did not provide actual examples.
3. Turnover Intention variable respondents answered "agree" by 54.3%. Based on the F statistical test (simultaneous), it can be seen that the F-count value is $11.065 > F_{table} 3.08$ and the significant value is $0.000 < 0.05$, it can be concluded that H_0 is rejected and H_a is accepted, this means that the Recruitment and Training variable responded to by employees who are not good and not as expected simultaneously have a significant effect on Turnover Intention. The results of this study are in accordance with those in the identification of problems, where the desire to leave work or the organization causes employees to do work that is not in accordance with existing procedures in the organization, thus automatically causing employee performance to decrease. Referring to the results of respondents' answers, many employees often complain about their daily workload.

REFERENCE

- Agusta, L., & Sutanto, EM (2013). The Effect of Training and Work Motivation on Turnover Intention of CV Haragon Surabaya. *Business Management*

- Program, Management Studies Program, Petra Christian University. Journal. AGORA Vol. 1, No. 3.
- Danang, Sunyoto. (2012). *Human Resource Management*. Jakarta. Publisher: Fun Book.
- Danim, Sudarwan. (2015). *Introduction to Education*. Bandung: ALFABETA
- Denok Sunarsi, (2018), Effect of Recruitment, Selection and Training on Employee Work Productivity. Lecturer of the Faculty of Economics, Pamulang University. *CREATIVE Journal of Marketing, Human Resources and Finance*, Vol. 6, No. 1, January 2018 (14-31). ISSN: 2339-0689, E-ISSN: 2406-8616.
- Dessler G., (2013). *Human Resource Management*. Jakarta. Publisher PT. Gramedia Group Index.
- Handoko T. Hani. (2015). *Personnel Management and Human Resources*. Yogyakarta. BPFE.
- Harninda. (2015). *Human Resource Management company*. Bandung. Rosdakarya Youth.
- Harnoto. (2015). *Human Resource Management*. Jakarta. Prehallindo.
- Haryono, Hamidi. 2016. *Human Resource Management for Managers*. Jakarta. Main Personnel Intermedia.
- Hasibuan, SP, Malay. (2013). *Personnel Management and Human Resources*. Revised Edition. Eighth Print. Jakarta. Haji Masagung.
- Ellyta Yullyanti. (2009). *Business & Bureaucracy, Analysis of the Recruitment and Selection Process on Employee Performance*. *Journal of Administrative and Organizational Sciences*, Sept–Dec 2009, pp. 131-139 ISSN 0854-3844. Volume 16, Number 3.
- Fanezha JL, U. Yantje. (2018). Effect of Recruitment, Selection Criteria and Training on Turnover Intention. Faculty of Economics and Business, Department of Management, Sam Ratulangi University, Manado. *EMBA Journal*. Volume 6 no 4 September 2018 Page 3483-3492. ISSN 2303-1174.
- Lidya, P. (2019). The Effect of Training, Work Discipline and Organizational Culture on Employee Performance of PT Kereta Api Indonesia (Persero) Operation Area 1 Jakarta. Pamulang University Lecturer Management Study Program. Pamulang ISSN: 2339 – 0689, E-ISSN: 2406-8616 J. KREATIF, Vol. 7, No. 2, December 2019 (Pages 10-18).
- Mathis, Robert L. & Jackson. (2014). *Human Resource Management*, Second Edition, Indonesian. Jakarta. PT. Salemba Four.
- Moekijat. (2016). *Labor Management and Employment Relations*. Revised Edition. Bandung. CV. Pioneer Jaya.
- Nawawi, Attend. (2016). *Human Resource Management: For Competitive Business*. Yogyakarta. Publisher: Gajahmadam University Press.
- Notoatmojo, S., (2016). *Health Education and Behavioral Sciences*. Jakarta. FKUI.
- Nurmansyah. (2016). *Human Resource Management An Introduction*. Pekanbaru: Unilak Press.
- Priansa, Donny. (2016). *HR Planning & Development*. Bandung Publisher: Alfabeta.