

## Determinants of Partner Work Productivity at The Central Statistics Agency of Labuhanbatu District

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Article Information	Abstract
Article History: Received: August 2024 Accepted: September 2024 Published: September 2024	Organizations that pay attention to work productivity are organizations that in human resources have succeeded in making good use of all the capabilities of their human resources effectively and efficiently. The purpose of this study is to prove the effect of Recruitment and Selection and Human Resources Quality on Work Productivity of increasingly dynamic organizations. The number of samples is 100 samples. The data collection technique was carried out by providing a list of questions or questionnaires online google form with sampling techniques that qualified this research was purposive sampling with SmartPLS data analysis. The results of the research hypothesis test that Recruitment and Selection do not affect Work Productivity both positively and significantly. Other test results of HR Quality variables have a decent significance on Work Productivity. Finally, this study succeeded in providing information that between Recruitment and Selection with HR Quality has a very strong correlation.
Keywords: Recruitment, Selection, Quality, HR	
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### INTRODUCTION

Employee work productivity is an important and very decisive part in achieving the success of organizational performance. Organizations that pay attention to work productivity are organizations that human resources have managed to make good use of all human resource capabilities effectively and efficiently. The concept of productivity in the organization will be related to work performance as well as one of the measuring tools for companies to assess employee performance. According to (Abdelwahed & Daghan, 2023) in today's competitive environment employee productivity is one of the most important goals of some organizations, as higher levels of employee productivity provide the organization and its employees with innumerable benefits. Thus being productive in the workplace is an integral part in the organization which ultimately affects the working hours employees have to produce and deliver quality output. (Asio, 2021).

Almost all organizations, whether individual or group, depend on the work productivity of their employees as a form of success. Work productivity also plays a role that the human resources in it have good abilities. According to (Singh, Solkhe, & Gautam, 2022) defines employee productivity as the level of employee performance in relation to attendance, quality of work, performance capacities and personal factors. Meanwhile, according to (Beaton et al., 2009) work productivity, in its simplest definition, is output per unit of input, for example production output per hour of labor. At the workplace level, work productivity is influenced by many

factors. This means that work productivity is so important because the productivity produced by any employee in the organization can be measured so that managerially in seeing the overall performance of employees.

One of the government agencies that demands high productivity is the Labuhanbatu Regency Central Bureau of Statistics (BPS). In Law Number 16 of 1997 and Government Regulation Number 51 of 1999, the main task of the Central Bureau of Statistics is to serve as a provider of data or information, has duties and responsibilities as a coordinator of statistical activities. In addition, the duties of the Central Bureau of Statistics must also coordinate and cooperate in organizing statistical activities with government agencies, research institutions or the community at the central or regional levels. (Firmansyah, 2019). Seeing that the main task of the Central Bureau of Statistics is so vital, it is very natural that the work productivity factor is taken into consideration in assessing a performance so that in this case the Central Bureau of Statistics must be able to take advantage of the role of its human resources.

The description of the phenomenon of problems in this study in theory is very clearly stated that work productivity is important in the organization, but different conditions are experienced by the Central Bureau of Statistics (BPS) of Labuhanbatu Regency which also relies heavily on external partners when conducting a national census program that has been determined or obtained from the recruitment process of prospective partners of the Central Bureau of Statistics. (Yuchep Budi Prayogo, 2017). The cooperation of the Central Bureau of Statistics (BPS) of Labuhanbatu Regency in recruiting partners in carrying out work has been regulated in the regulations of the Central Bureau of Statistics (BPS) clearly that every partner who wants to join and become part of the Central Bureau of Statistics (BPS) of Labuhanbatu Regency must go through a recruitment process.

The link between recruitment and selection and work productivity in organizations is also confirmed by (Hamza et al., 2021) Human resource planning aims to find the employees needed to fill vacancies and improve decision making. In other words, recruitment is the process of finding and capturing qualified or suitable applicants who are suitable for filling vacant positions. According to (Sutanto & Kurniawan, 2016) that employee recruitment and retention were found to have a significant effect on employee performance. The strong relationship between recruitment and selection to performance reflects that proper recruitment will affect individual and organizational work productivity. According to (Ukpabi & Salaudeen, 2021) that the ability to have a workforce that complies with global best practices depends on the organization's good recruitment, selection and placement strategies.

The work productivity of the Labuhanbatu Regency Central Bureau of Statistics (BPS) as a whole also depends on the quality of human resources owned from the recruitment process. The phenomenon of the importance of the quality of human resources in achieving work productivity is assessed from the study of (Tobamba, Alam, & Monoarfa, 2023). (Tobamba, Alam, & Monoarfa, 2023) the better the quality of human resources carried out by an employee, the productivity of employees at SAMSAT Gorontalo Regency will also increase. According to (Arulrajah, 2017) productivity and quality are two things that are of major concern to every organization because both determine the welfare of the organization and its human resources. Simply put, the success of achieving work productivity at the

Labuhanbatu Regency Central Statistics Agency (BPS) cannot be separated from the success of the recruitment process in obtaining quality human resources.

So the phenomenon that is the key problem in this study from the post-survey and interviews in the field with the organizing committee for the recruitment and selection of partners of the Labuhanbatu Regency Central Statistics Agency (BPS) found the fact that the role of partners as a recruitment process who have received training and assistance as partners in carrying out their duties does not wear identification as census officers, information from training or technical guidance regarding data collection simulations and censuses has not gone well in the field so that these findings illustrate that the quality of human resources for partners of the Labuhanbatu Regency Central Statistics Agency must be evaluated gradually to reduce other problems.

The importance of this research is because the partners of the Central Bureau of Statistics are workers recruited by the Labuhanbatu Regency Statistics Center to support statistical activities in an area with a work agreement whose job is to collect data and distribute questionnaires to be surveyed. The authority of the Labuhanbatu Regency Statistics Center in the recruitment and selection process of prospective partners hopes to obtain qualified human resources as officers/partners. In general, the partner recruitment process mechanism implemented by the Central Bureau of Statistics has referred to applicable regulations starting from planning, vacancy announcements, initial selection, further selection, job offers and onboarding. (Silitonga & Widjayanti, 2024).

## **LITERATURE REVIEW**

### **Recruitment and Selection**

Recruitment and Selection is a theoretical construct that refers to an organization's recruitment process that involves the recruitment of applicants and the selection of suitable candidates for employment within the organization. (Lawal Aliyu, 2021). Recruitment is the process of seeking candidates for vacant positions and encouraging them to attract individuals in a timely manner, in sufficient numbers, with appropriate qualifications. (Maloney, 2011). In general, the definition of recruitment and selection is a series of activities for organizations to attract the attention of job applicants who have the abilities needed to help the organization achieve its goals and objectives. (Hamza et al., 2021). Indicators of recruitment and selection are organizational policies, recruitment methods, implementation time, selection procedures, job descriptions and job knowledge.

### **Quality of Human Resources**

The quality of human resources is determined by the need for appropriate human resources and is determined by the quality of meeting the requirements. (Dubas et al, 2019). The concept of human resource quality according to (Hien, 2023) are those who have been trained, have good knowledge of a field of work, are proficient in job performance skills, have good physical fitness and have the potential to develop in the work environment. Human resources are classified as labor (manpower) is the population in the working age between 15-64 years who have the ability to expend effort every unit of time. The definition of human resource quality is a resource that meets the criteria of physical quality, health quality, intellectual quality (knowledge and skills), and mental-spiritual quality (fighting power). (Sari &

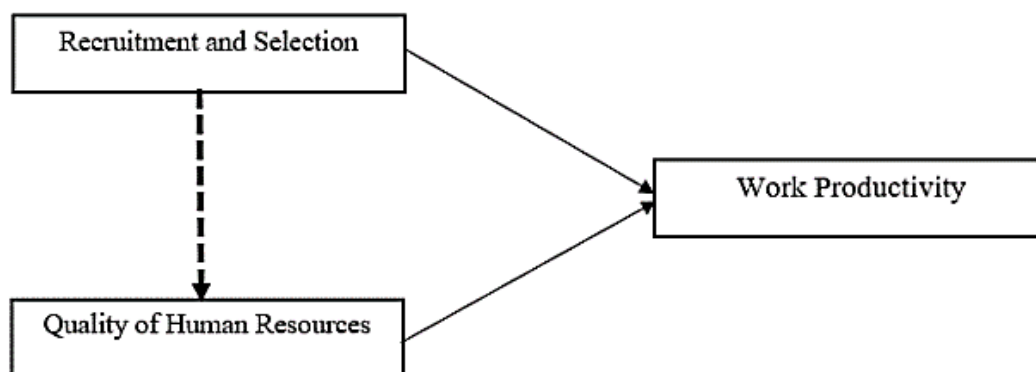
Patimah, 2019). The quality of human resources is the fulfillment of requirements, specifications, and expectations where the quality of human resources is not seen from the physical, but also in terms of education, experience, maturity of individual attitudes within the company so that human resources are able to realize values not only comparative values but also other values. (Lufitasari, Mochklas, & Soelistya, 2020). Indicators of HR quality variables in this study adopted according to (Atika & Mafra, 2020); (Simanjuntak & Gunawan, 2023) are productivity, attitude and behavior, work relationship communication, focus on work and continue to learn at work.

**Work Productivity**

An organization in achieving or realizing its goals can be seen from the behavior of individuals and work teams involved in it, as well as situational factors that include the internal and external environment of the organization. (Kurnia, 2013). The definition of organizational performance as actual results when compared to benchmarks or work results, meaning that organizational performance refers to the capacity of the organization to carry out the objectives that have been set through corporate governance. (Mwagona & Kinyua, 2023).. The definition of organizational performance as with other concepts in the field of management is very difficult due to its diverse nature. However, researchers have used objective and subjective measures to explain the concept of organizational performance. Thus, organizational performance is defined as a subjective measure related to managers' observations of how effectively and efficiently an organization performs such as achieving predetermined goals and objectives. (Daniel & Charles, 2020). Indicators of work productivity are ability, work enthusiasm, self-development, quality and efficiency. (Wahyuningsih, 2018).

**Thinking Framework Model**

The reality of the research model is that it has constructs that show the relationship between variables that are correlated and influence each other. (Amirudin, Sihite, & Supriadi, 2021). Meanwhile, a hypothesis is a temporary opinion or conclusion that requires literature review and in-depth analysis to provide empirical reinforcement. Then this research model is formulated as follows:



**Figure 1.** Research Framework

## RESEARCH METHOD

This research is quantitative research which is a research method used to research on certain populations or samples, sampling techniques are generally randomized, data collection uses research instruments, data analysis is quantitative / statistical with the aim of testing predetermined hypotheses. The population in this study were all partners of the Labuhanbatu Regency Central Statistics Agency The number of employees was 500 respondents. The population is not yet known so that to determine the number of samples in this study by considering the Structural Equation Modeling (SEM) model where in SEM the ideal sample is between 100-200 samples or by paying attention to the number of indicators in the model. (Fitri, Arifin, & Yanita, 2020). Therefore, the authors decided to set the number of samples as many as 100 samples. The data collection technique was carried out by providing a list of questions or questionnaires online in google form with a sampling technique that qualified this research was purposive sampling, namely the determination of sampling techniques with minimum criteria for respondents to understand information about online loans so that these criteria would help the author in mapping the description of respondents. Data collection techniques using online questionnaires are primary data and scores for the answer category Strongly Disagree with a value of 1 (one) to Strongly Agree with a value of 5 (five). The analysis technique that supports this research is SmartPLS.

## RESULTS AND DISCUSSION

### Outer and Inner Model Evaluation

Testing the measurement model (*outer model*) provides output where the latent variable requires in testing convergent validity to have factor loading (factor loading) must be greater than 0.70. This decision making can use the help of arithmetic calculations or quantitative models with analysis into the covariance matrix structure with certain modeling. (Amirudin et al., 2021) which in this study is through a path diagram after meeting the requirements in testing *convergent validity*, *discriminant validity* and *composite reliability* in the instrument quality test on the outer model. The Recruitment and Selection variable uses 6 (six) indicators resulting in factor loads ranging from 0.791 to the highest of 0.894, meaning that it is declared valid or valid in measuring the Recruitment and Selection construct. The HR Quality variable using 4 (four) indicators produces a factor load that ranges from 0.757 to the highest of 0.830, meaning that it is declared valid or valid in measuring the HR Quality construct. The Work Productivity variable using 4 (four) indicators produces a factor load that ranges from 0.734 to the highest of 0.877, meaning that it is declared valid or valid in measuring the Work Productivity construct. Further testing by looking at the Average Variance Extracted (AVE) value shows the average percentage of covariance extracted from a set of latent variables estimated through standardized loading of indicators in the algorithm iteration process in PLS which requires the score to be above 0.50. Composite reliability to see the reliability of indicators on a variable will be considered eligible if it has a value greater than 0.70. Based on the data obtained from the calculation that the model meets the outer model and inner model requirements as shown in the data below:

**Table 1.** Average Variance Extracted (AVE) Parameter Test Results

<b>Variables</b>	<b>Composite Reliability</b>	<b>(AVE)</b>
Quality of Human Resources	0.877	0.641
Work Productivity	0.893	0.677
Recruitment & Selection	0.934	0.704

Source: Data Processing Results, 2024

The output of the outer loading and Average Variance Extracted (AVE) values from the research data can be concluded to have met the requirements of convergent validity, this can be seen from the AVE score for the moderating effect is the largest among others. Then the composite reliability value of each variable has met the requirements greater than 0.70. After the outer model is accepted, the next step is to test the inner model.

Inner model testing begins with the specification of the R-square coefficient of determination, provided that the R-square value for the Work Productivity variable is 0.689 as shown in Table 3 below:

**Table 2.** R-Square Parameter Test Results

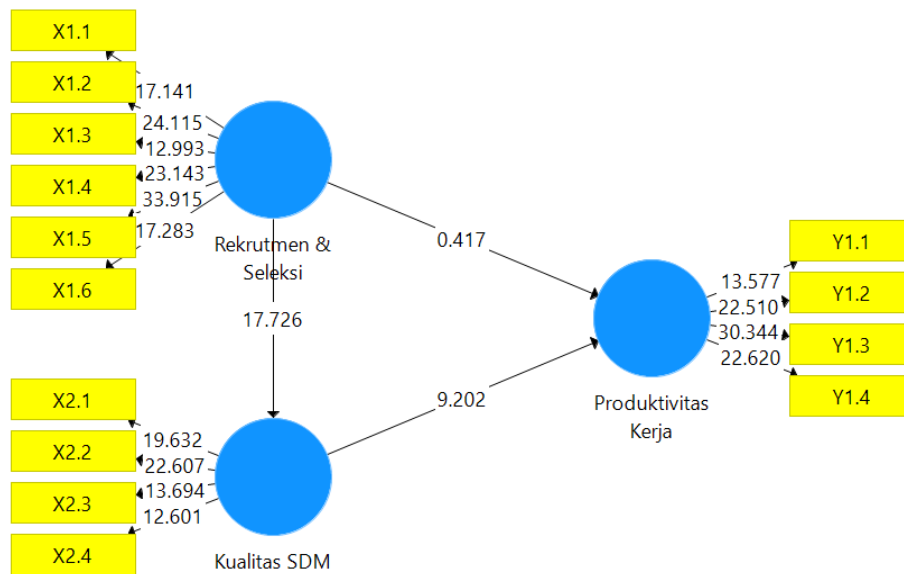
<b>Variables</b>	<b>R Square</b>
Work Productivity	0.689

Source: Data Processing Results, 2024

The output of the *R-square* value of the Work Productivity variable of 0.689 or 68.9% means that the Recruitment and Selection and HR Quality variables have a strong influence on the Work Productivity of Labuhanbatu Regency Central Bureau of Statistics partners.

### **Hypothesis and Discussion**

After the data meets the measurement requirements of the outer model and inner model, then carry out the bootstrapping method in SmartPLS with a significance level of 0.05 where if the p-value is less than 0.05 or the t-values are greater than the t-critical (1.96), the hypothesis is accepted if otherwise rejected.



**Figure 3.** Diagram of T-Values  
 Source: SmartPLS output, 2024

**Table 3.** Hypothesis Test Results

Hypothesis	T Statistics	P Values	Results
Recruitment & Selection -> Work Productivity	0.417	0.677	Rejected
HR Quality -> Work Productivity	9.202	0.000	Accepted
Recruitment & Selection -> HR Quality	17.726	0.000	Accepted

Source: SmartPLS output, 2024

**Discussion**

Based on the summary of the results of hypothesis testing in Table 3 above, it shows that the Bootstrapping calculation on SmartPLS suggests, among others:

**H<sub>1</sub>: Recruitment and selection have an influence on work productivity.**

The first hypothesis test results show that the t-statistic value for the Recruitment & Selection variable is 0.417 and the p-value is 0.677. If the t-statistic value is compared, the t-statistic value of 0.417 < the t-critical value of 1.96 and the p-value of 0.677 > the significance value of 0.05 so that the results of testing this hypothesis are rejected. Based on hypothesis testing, it is concluded that the Recruitment & Selection variable has no direct influence on Work Productivity. The results of this study certainly illustrate that the Recruitment & Selection process carried out by the Labuhanbatu Regency Statistics Agency so far has not had an impact on increasing work productivity as the results of research according to (Arviana & Ruswidiono, 2022); (Agustin, Arafat, & Darmawati, 2022). Recruitment & Selection does not affect Work Productivity because the partners of the Labuhanbatu Regency Statistics Agency so far are still in the Recruitment and selection process so there is no workload or in other words partners who have not been legally determined procedurally cannot do anything including duties and authorities.

**H<sub>2</sub>: The quality of human resources has an influence on work productivity.**

The first hypothesis test results show that the t-statistic value for the HR Quality variable is 9.202 and the p-value is 0.000. If the t-statistic value is compared, the t-statistic value of  $9.202 >$  the t-critical value of 1.96 and the p-value of  $0.000 <$  the significance value of 0.05 so that the results of this hypothesis testing are accepted. Based on hypothesis testing, it is concluded that the HR Quality variable has a direct influence on Work Productivity. The results of this study confirm that HR Quality is the right measure or indicator in analyzing employee Productivity in the organization. (Arulrajah, 2017). He added that HR Quality aims to develop quality and productive culture in the organization. This means that the Recruitment and selection process for prospective partners of the Labuhanbatu Regency Statistics Agency which takes place every year aims to produce quality human resources as prospective statistical partners. (Xia, 2019).

**H<sub>3</sub>: Between recruitment and selection and the quality of human resources has a correlation to work productivity**

The first hypothesis test results show that the t-statistic value for the HR Quality variable is 17.726 and the p-value is 0.000. If the t-statistic value is compared, the t-statistic value of  $17.726 >$  the t-critical value of 1.96 and the p-value of  $0.000 <$  the significance value of 0.05 so that the results of testing this hypothesis are accepted. From the results of this test, it is found that the Recruitment and Selection variables have a correlation with HR Quality. The relationship between these two variables is reinforced by research (Klepić, 2019) that the essence of the importance of human resources for every organization and company, human resource management has become a key managerial and business function. Therefore, the Recruitment and Selection process for prospective partners of the Labuhanbatu Regency Statistics Agency is solely to obtain qualified prospective partners as Human Resources. (Adeyinka Oyadiran, Prof. Oyadiran Phillip, & Musa Ishaq, 2023). The excellence of Recruitment and Selection carried out by every company or organization in the future deserves to consider all mechanisms and rules so that the achievement of human resource quality is fulfilled.

**CONCLUSION**

From the results of the study, it was found that prospective partners of the Labuhanbatu Regency Statistics Agency have the right respondent profile with the research needs where one of them is the distribution of partners based on domicile evenly obtained according to the entire number of sub-districts in Labuhanbatu Regency. The results of the research hypothesis test that Recruitment and Selection do not affect Work Productivity both positively and significantly. Other test results of the HR Quality variable have a decent significance on Work Productivity. Finally, this study succeeded in providing information that between Recruitment and Selection with HR Quality has a very strong correlation. Suggestions for other researchers are to develop HR research on Recruitment and Selection that is more varied by expanding objects outside the organization so that the development of research in the field of HR is growing.



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