

The Effect of Recruitment on Employee Performance (Case Study at PT. XYZ)

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Received: 06 December 2024 / Revised: 24 December 2024 / Accepted: 24 December 2024

ABSTRACT:

This study discusses how recruitment influences employee performance in a private company in Tangerang City. Reliable and competent human resources are the main factors for competitive advantage, so that the development of Human Resource Competence is one of the key factors for success in achieving the company's vision and mission. The company must be able to understand how best to manage employees who come from different backgrounds, expertise, and abilities so that employees can work according to their expertise and the type of work given. The purpose of the study is to test the implementation of a procedure and to evaluate effectively, efficiently, and economically a system in an effort to achieve company goals. The research method used is a quantitative method. Researchers use primary data using a questionnaire given to 57 employee samples from 1 private company with a 5-point Likert scale directly. The data analysis technique for this study uses SPSS as a statistical method for data processing. From the results of the analysis, the value of the regression equation between X and Y is $Y = 11.279 + 0.795X$. The constant value $a = 11.279$ while the regression coefficient figure of 0.795 states that every additional effort (because +) 1 recruitment unit, will increase employee performance by 0.795. The results of testing with simple linear regression show that the Recruitment variable (X) on employee performance (Y) indicated by the R Square value of 50.1%, this shows that the recruitment variable has an effect of 50.1% on employee performance and the rest is influenced by factors other than recruitment. Based on the results of the study, it can be concluded that recruitment has a significant effect on employee performance.

Keywords: Recruitment, Effective, Efficient, Performance, Company

I. INTRODUCTION

Human Resource Management (HR) is an important thing in achieving goals. Generally, company leaders expect good performance from each employee in carrying out tasks given by the company. The company realizes that Human Resources (HR) is the basic capital in the company's development process, even nationally, therefore the quality of HR must always be developed and directed in order to achieve the goals set by the company. These human resource management activities consist of: human resource planning, procurement, direction,

development, maintenance, and termination. This is intended so that the company can manage good human resources effectively and efficiently. The process of achieving the goals of a company or organization, employee performance has an important meaning. Performance is basically something that must always be considered by leaders because with high performance from employees, a company will easily achieve the target goals that have been determined. Performance is how an employee in a company behaves and performs (Puliki et al., 2023).

Employee performance can be used as a basis for job promotion, compensation increases, transfers, and termination of employment (Santi et al., 2024). Through the performance appraisal process, the results of the organization can be known, whether or not the organization's goals have been achieved. (Mahulae et al., 2024). It is not uncommon for a company to increase productivity because it does not implement a good performance management system, which results in low employee performance. This is because of the poor recruitment stage. The problem in human resource management is the main problem that deserves the attention of the organization/company, namely employee performance (Karmawan et al., 2015).

Recruitment is a series of activities to find and attract job applicants with the motivation, abilities, skills and knowledge needed to cover the gaps identified in employee planning (Malthis, 2009). Selection is the process of choosing from a group of applicants or people who meet the criteria to fill available positions based on existing conditions in the company (Winanti et al., 2024). Various methods are taken to improve employee performance, for example in the recruitment process the company will require several criteria for new prospective employees, conduct a selection process and before working the company will hold job training (Putriani et al., 2024).

The reduction in employees that occurs is usually due to employees entering retirement, dying or being dismissed from the institution for violating the disciplinary rules that have been set by the company. Therefore, new employees who will replace them will have different work periods (Santi et al., 2024). Recruitment can also be done to add new employees to a work unit whose activities require high activity. The recruitment process also requires an effective selection process, this is done to distribute employees evenly so that the strength of the human resources owned becomes more balanced (Mawarida et al., 2024).

The recruitment system in a company not only produces employees with permanent employee status but to increase the effectiveness of the company, it is not uncommon for companies to also use workers from outsourcing. Recruitment or appointment is the process of finding prospective employees who meet certain requirements so that the company can choose the right person for the available position (Eryana & Indah, 2020).

Failure to implement a workforce recruitment system will have an impact on the process of achieving company goals. Where the company's performance is not only oriented towards product manufacturing, but also able to maintain continuity and provide good service to consumers. Given the importance of the recruitment process for the company. It is hoped that with a good and effective recruitment process, it will have an impact on the company's future development to obtain quality resources

II. LITERATURE REVIEW

Human resources are very important for every company operation. Business activities will not run well without reliable human resources, even though the company has many facilities and

infrastructure and financial resources. This shows that human resources must be considered with all their needs because they determine the success of the business. Companies must obtain, develop and maintain high-quality human resources because the work environment is constantly changing (Suhaila et al., 2021). Recruitment is basically aimed at filling vacant positions or positions inside or outside the company. Therefore, there are two sources of labor: from outside or external and from within or commonly called internal (Nur Liska Aliya Putri, 2022).

Recruitment is a series of activities aimed at finding and attracting candidates who have the motivation, capacity, skills and knowledge needed to fill the gaps identified in human resource planning. The result of the recruitment process is that a number of workers will go through the selection process, especially the process of determining which candidates are most suitable to fill certain positions currently available in the company (Deddy Novie Citra Arta et al., 2023).

Formal and informal recruitment factors have a very strong influence in providing competent, agile and independent human resources (Utama, 2022). One of the recruitment methods is through the use of social networks known as E-Recruitment. E-Recruitment is a new employee recruitment system, both internal and external, for every company interested in recruiting active employees by seeking its largest presence through social networks. Social media posts provide an online solution that covers the recruitment process from start to finish, from job inquiries to successful candidate acceptance (Husna et al., 2021).

Performance or effectiveness is a description of the degree of success of implementing work programs or policies in achieving the goals, targets, vision and mission of an organization as outlined in the organization's strategic planning (Azizah et al., 2022). Performance indicators according to (Avengelistia et al., 2022) are goals, standards, skills and opportunities for employees. Meanwhile, according to (Tekkay et al., 2022) Performance indicators include: Work Quality, Work Quantity, the amount produced, for example the monetary amount, the number of units, or the cycle of activities completed, Task Implementation, Responsibility. In general, it can be said that employees work well to increase productivity. Improvement of the work system is carried out by each department in the company (Tijow et al., 2021).

Performance is a person's expectation of how he can behave and work according to the tasks given. This means how a person should behave to show his role in the organization (Dingot Hamonangan Ismail & Eric Hermawan, 2022).

III. METHODS

This research was conducted in a private company in Tangerang city. The research process lasted for 4 months. The data collection techniques used were: interviews conducted with employees in Tangerang city, namely PT. XYZ, interviews were conducted with 57 respondents consisting of 40 male employees and 17 female employees with the age of respondents. over 50 years, with educational status 35 high school graduates and 22 respondents with undergraduate education. In addition to interviews, data collection also uses literature studies conducted with literature studies from previous research, both in the form of research results in journals, proceedings, reports and from books. Observations are carried out by researchers by going directly and observing the research object, as well as questionnaires. This study uses quantitative research methods because the basis of the data to be processed and the focus of this study is the relationship between variables. Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, research data in

the form of numbers and statistical data analysis with the aim of testing the established hypothesis. According to (Sugiyono, 2019, p. 206), data analysis is an activity after data is collected from all respondents or other data sources. Data analysis activities are grouping data based on variables and types for all respondents, presenting data for each variable for each variable studied, and performing calculations to test the proposed hypothesis. In this study, the researcher used a combination of SPSS version 22 statistics programs. The researcher conducted data processing consisting of: validity testing which is a trial of research questions with the aim of how far respondents understand the questions asked by the researcher. Second, reliability testing, namely testing the consistency of respondents' answers. Reliability is expressed in the form of numbers, usually as coefficients. Third, regression testing which is a regression analysis used by researchers to predict between dependent variables and independent variables. Finally, hypothesis testing is carried out to obtain the truth of what is hypothesized in the literature review. Hypothesis testing is divided into 2, namely the t-test and the f-test, the t-test partially tests the significance of the relationship between variables X and Y. While the F-test, this test is carried out with a statistical test with the aim of testing simultaneously.

The research data is in the form of statements that have been made by the author in the form of a questionnaire. This research has the highest level compared to descriptive and comparative because with this research a theory can be built that can function to explain, predict and control a symptom. Based on this theory, this research is a research that uses quantitative methods, data obtained from the sample population of the research analysis according to the statistical method used then interpreted. In the study of the influence of recruitment on employee performance at PT. XYZ can be described between variables, where the independent variable has a positive influence on the dependent variable, To facilitate the determination of the research, the author displays a framework of thought as a guide attached as follows:

Framework of Thought H¹ to (Sugiyono, 2019, p. 63) explaining the model and hypothesis is a temporary answer to the formulation of the research problem, where the formulation of the problem is stated in the form of a statement sentence. It is said to be temporary because the answer given is only based on relevant theory, not yet based on empirical facts obtained through data collection or questionnaires. Based on the description and results of research developed by the experts and previous researchers above, the simultaneous hypothesis taken by the author from this study is:

H₁: There is an influence between recruitment and employee performance.

IV.RESULTS

A. Respondents

The object of this study is respondents who are employees of PT. XYZ located in the city of Tangerang-Banten. Employees at PT. XYZ number 135 workers. Thus it can be known how many samples will be tested through the distribution of questionnaires, as explained in the calculation below. Using the Slovin formula:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size

N = population size

1= constant

e = allowance for inaccuracy due to tolerable sampling error.

Based on the existing data N = 135 employees, 10% or 01 is used, according to Husen Umar (2013:78) where data less than 100,000 uses e = 10%., so the calculation is:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{135}{1 + 135(0.1)^2}$$

$$n = \frac{135}{2.35}$$

$$n = 57$$

So in this study the author recruited 57 employees or samples who were used as respondents to find out whether recruitment had an effect on employee performance (survey at PT. XYZ) with the characteristics of respondents in the distributed questionnaire consisting of gender, age and last education.

Table 1 Respondent Characteristics Table Based on Gender

Gender	Number of Respondents	Percentage (%)
Man	40	93%
Woman	17	7%
Amount	57	100%

Source: Data processed by the author (2024)

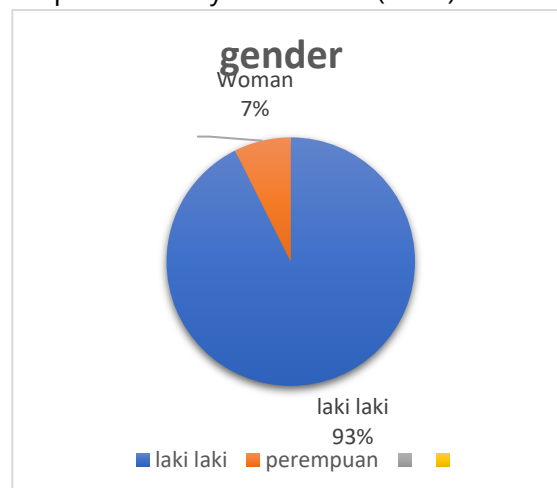


Figure 1. Chart 1 Respondent Characteristics

Based on the Table 1 and Figure 1above, it is obtained that 40 people or 93% of the 57 respondents are male and the remaining 17 people or 7% of the 57 respondents are female. Based on the data in the Table above, the majority of respondents are 40 people or 93% of the 57 respondents are male

Table 2 Characteristics based on Respondents' Age

Respondent Age	Number of respondents	Percentage (%)
20-25 year	20	35%
26-35 year	10	18%
36-50 year	20	35%
> 50 year	7	12%
Amount	57	100%

Source: Data processed by the author (2024)

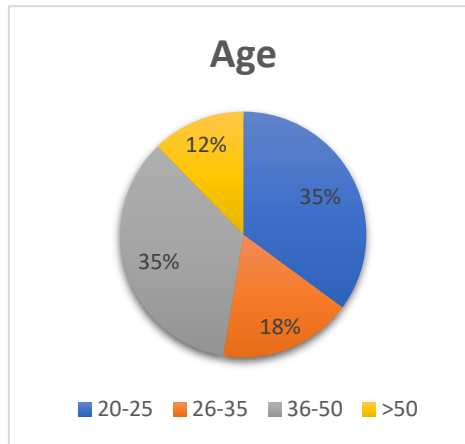


Figure 2. Chart 3 Respondent Characteristics Based on Respondent Age

Based on the Table 2 and Figure 2 above, it can be obtained that 20 people or 35% of the 57 respondents are aged 20-25 years, 10 people or 18% of the 57 respondents are aged 26-35 years, 20 people or 35% of the 57 respondents are aged 36-50 years and 7 people or 12% of the 57 respondents are over 50 years. Based on the data in Table and Graph 4.2. above, the majority of respondents, namely 20 people or 35% of the 57 respondents are aged 20-25 years and 36-50 years.

Table 3. Respondent Characteristics Based on Last Education

Respondent Education	Number of respondents	Persentase (%)
Senior High School	35	84%
Bachelor	22	16%
Amount	57	100%

Source: Data processed by the author (2024)

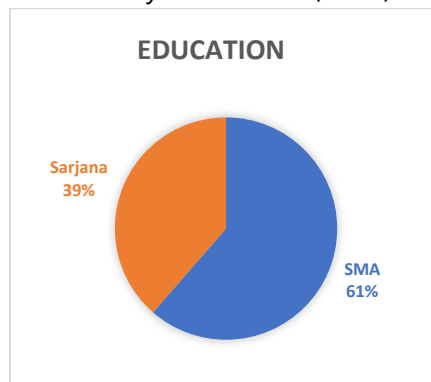


Figure 3. Respondent Characteristics Based on Last Education

Based on the Table 3 and Figure 3 above, it is obtained information that 35 people or 61% of 57 respondents have a high school education and 22 people or 39% of 57 respondents have a bachelor's degree. The majority of respondents, namely 35 people or 61% of 57 respondents, have a high school education.

B. Instrument Validity and Reliability Test

To find out the results of the analysis of the Recruitment variable (X) using the Statistic Package for Social Sciences (SPSS) version 20 for windows. Input data for the variable (X) is sample data 57 with a total of 12 questions, the results are as follows:

1. Recruitment Variables (X)

To find out the results of the recruitment variable analysis (X), using the computer program Statistic Package for Social Sciences (SPSS) version 20 for Windows, the testing in this study can be seen in the following table

Table 4 Validity Test of Recruitment Variable X

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
statement1	49.35	24.839	.522	.889
statement2	48.96	24.427	.706	.876
Statement3	49.21	25.883	.532	.886
Statement4	49.16	25.921	.649	.881
Statement5	48.98	25.839	.599	.882
Statement6	49.18	25.754	.522	.887
Statement7	49.21	25.348	.564	.884
Statement8	48.96	24.427	.706	.876
Statement9	49.16	25.921	.649	.881
Statement10	49.05	25.408	.661	.879
Statement11	49.16	25.921	.649	.881
Statement12	49.18	25.754	.522	.887

With $df = n$ or $df = 57$ and a significance level of 5%, the rtable value is 0.254. So to see the r results, look at the validity test of the recruitment variable (X). Because the results are positive and greater than rtable, the recruitment variable (X) is declared valid..

Table 5 Results of r calculation with r table of variable X

Question	Recruitment (X)		
	r count	r table	Information
1	0.522	0.254	Valid
2	0.706	0.254	Valid
3	0.532	0.254	Valid
4	0.649	0.254	Valid
5	0.599	0.254	Valid
6	0.522	0.254	Valid
7	0.564	0.254	Valid
8	0.706	0.254	Valid
9	0.649	0.254	Valid
10	0.661	0.254	Valid
11	0.649	0.254	Valid
12	0.522	0.254	Valid

For the reliability test of the recruitment variable (X) with a table r value of 0.254 while the alpha value is 0.891 so it can be concluded that alpha is positive and greater or $0.891 > 0.254$ then the recruitment variable (X) is reliable. For more details, see table 5.27 below:

Table 6 Results of Recruitment Variable Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.891	12

Source: Primary data processed using SPSS version 20 for Windows

2. Employee Performance Variables (Y)

To find out the results of the analysis of employee performance variables (Y), using the computer program Statistic Package for Social Sciences (SPSS) version 20 for Windows, the testing in this study can be seen in the following table:

Table 7 Validity Test of Employee Performance Variable Y

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
statement1	49.40	30.888	.666	.899
Statement2	49.40	31.209	.811	.892
Statement3	49.40	30.888	.666	.899
Statement4	49.40	31.209	.811	.892
Statement5	49.40	31.209	.811	.892
Statement6	49.40	30.888	.666	.899
Statement7	49.32	34.327	.409	.910
Statement8	49.53	33.932	.407	.911
Statement9	49.25	33.189	.649	.900
Statement10	49.68	33.041	.428	.912
Statement11	49.40	31.209	.811	.892
Statement12	49.25	33.189	.649	.900

With $df = n$ or $df = 57$ and a significance level of 5%, the r table value is 0.254. So to see the results, look at the validity test of the employee performance variable (Y). Because the results are positive and greater than r table, the employee performance variable (Y) is declared valid.

Table 8 Results of r calculation with r table of Y variable

Question	Employee performance (Y)		
	r Count	r table	information
1	0.666	0.254	Valid
2	0.811	0.254	Valid
3	0.666	0.254	Valid
4	0.811	0.254	Valid
5	0.811	0.254	Valid
6	0.666	0.254	Valid
7	0.409	0.254	Valid
8	0.407	0.254	Valid
9	0.649	0.254	Valid
10	0.428	0.254	Valid
11	0.811	0.254	Valid
12	0.649	0.254	Valid

For the reliability test of the Employee Performance variable (Y) with a table r value of 0.254 while the alpha value is 0.908 so it can be concluded that alpha is positive and greater or

0.908>0.254 then the Employee Performance variable (Y) is reliable. For more details, see table 5.30 below:

Table 9. Results of Employee Performance Variable Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.908	12

Source: Primary data processed using SPSS version 20 for Windows

C. Statistical Analysis

Simple Regression Analysis, Simple Correlation, Determination and t-Test on the Effect of Recruitment on Employee Performance.

1. Simple Regression of recruitment on employee performance.

The calculation results using the SPSS version 20 statistical tool in the following table:

Table 10. Regression of recruitment on employee performance

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	T
		B	Std. Error	Beta	
1	(Constant)	11.279	5.769		1.955
	Recruitment	.795	.107	.708	7.425

a. Dependent Variable: Employee Performance

Source: primary data processed using SPSS 20 for windows

From the simple regression equation above, it can be explained as follows: $Y = 11.279 + 0.795X$. This means that if recruitment is in constant condition, then the employee performance value is 11.279. while the regression coefficient figure of 0.795 states that every additional effort (because +) 1 recruitment unit will increase employee performance by 0.795. Therefore, the better the recruitment process is carried out, the higher the employee performance or vice versa, the worse the recruitment process, the lower the employee performance produced..

2. Simple Correlation on Recruitment to Employee Performance

The calculation results using the SPSS version 20 statistical tool in the following table:

Table 11 Correlation of recruitment to employee performance

Correlations			
		Recruitment	Employee Performance
Recruitment	Pearson Correlation	1	.708**
	Sig. (2-tailed)		.000
	N	57	57
Employee Performance	Pearson Correlation	.708**	1
	Sig. (2-tailed)	.000	
	N	57	57

** . Correlation is significant at the 0.01 level (2-tailed).

Source: primary data processed using SPSS 20 for windows

Based on the calculation results above, with an error rate of 10% and a sample of 57 respondents, it can be seen that there is a relationship of 0.708 between recruitment and employee performance. Based on these calculations, the correlation coefficient found is 0.708, which is included in the strong category.

Recruitment Determination Coefficient on Employee Performance. The determination coefficient value can be calculated as follows:

Table 12. Recruitment determination coefficient on employee performance

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.708 ^a	.501	.492	4.38888
a. Predictors: (Constant), Recruitment				
b. Dependent Variable: Employee Performance				

Source: primary data processed using SPSS 20 for windows

Seen from the table above, which produces an r value of 0.708, this can be stated with the results of the analysis of the influence of the recruitment variable (X) on the employee performance variable (Y) of 50.1%. To ensure the truth of the magnitude of the influence, it can be calculated manually using the following formula:

$KD = r^2 \times 100\%$. Where the value is the value of the correlation coefficient analysis result of 0.874. The next calculation result:

$$\begin{aligned}
 KD &= r^2 \times 100\% \\
 &= 0.708^2 \times 100\% \\
 &= 50.1\%
 \end{aligned}$$

3. Recruitment t-test on employee performance.

Ho: $\mu = 0$ recruitment (X) is not related to employee performance (Y).

Ha: $\mu \neq 0$ recruitment (X) is related to employee performance (Y).

The calculation results using the SPSS version 20 statistical tool in the following table:

Table 13 Recruitment t-test on employee performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.279	5.769		1.955	.056
	Recruitment	.795	.107	.708	7.425	.000
a. Dependent Variable: Employee Performance						

Source: primary data processed using SPSS 20 for windows

From the table above, to find out whether the recruitment variable (X) has an effect on the employee performance variable (Y), a t-test and t-table test were carried out. For this t-test, the author did it by comparing the results of the t-test with the t-table, namely having a t-test value = 7.425, t-table = 1.672 and a significance value of 0.056 which is smaller than 0.1, which means that Ha is accepted and Ho is rejected, which means that "there is a significant positive effect of recruitment (X) on employee performance (Y).

V. CONCLUSION AND DISCUSSION

Based on the existing conditions, it is known that recruitment affects employee performance at PT XYZ. From the results of the analysis, the value of the regression equation between X and Y is $Y = 11.279 + 0.795X$. The constant value a = 11.279 while the regression coefficient figure of 0.795 states that every additional effort (because +) 1 recruitment unit will increase employee performance by 0.795. From the results of the correlation calculation, there is a relationship of 0.708 between recruitment and employee performance. Based on these

calculations, with an error rate of 10% and a sample of 57 respondents, it can be seen that there is a relationship of 0.708 between recruitment and employee performance. Based on these calculations, the correlation coefficient found is 0.708, which is included in the strong category. The results of testing with simple linear regression show that the Recruitment variable (X) on employee performance (Y) is indicated by the R Square value of 50.1%, this shows that the recruitment variable has an effect of 50.1% on employee performance and the rest is influenced by factors other than recruitment. Based on the results of this study, it is concluded that recruitment has an effect on employee performance at PT XYZ.

This t-test was conducted by the author by comparing the t-value = 7.425 t-table = 1.672 and the significance value of 0.056 is smaller than 0.1, which means that H_a is accepted and H_o is rejected, which means that there is a significant positive effect of recruitment (X) on employee performance (Y). This means that recruitment has a significant effect on employee performance at PT XYZ. Based on the results of the study, it can be seen that recruitment maximally increases and decreases the level of employee performance at PT. XYZ. Thus, in order to prevent a decline in employee performance, the management of PT. XYZ. should improve the recruitment process for prospective employees so that employees can produce maximum work activities and create product quantity and quality in the company. Based on the results of this study, it turns out that recruitment is related to creating employee performance to achieve good productivity. Therefore, this could be an interesting topic to be studied again by further researchers by revealing factors other than recruitment that can affect employee performance.

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