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The Impact of the Recruitment Process on Employee Performance

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KEYWORDS	ABSTRACT
<p>Keywords: Recruitment; Performance; Employee</p> <p>Conflict of Interest Statement: The author(s) declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p>Copyright © 2023 AHRMR. All rights reserved.</p>	<p>This study aimed to ascertain how the recruitment process at PT Triniaga Medika Makassar affected employee performance. The population of this research consisted of 182 employees and employees of PT Triniaga Medika Makassar. Using the Slovin formula, a basic random sampling technique was used to select the sample for this study. Each employee or employee had an equal chance of becoming a part of the sample. So that the total number of available samples is 65. The data source employed is primary data, i.e., data collected directly from respondents via questionnaire by researchers. The method of data analysis includes descriptive statistical analysis, tests of validity, reliability, normality, and testing of hypotheses via simple linear regression analysis, coefficient of determination test, and t test. This study indicates that the recruitment process at PT Triniaga Medika Makassar has a positive and significant impact on employee performance. This demonstrates that the implementation of recruitment, particularly at PT Triniaga Medika Makassar, influences employee performance, such that the more effective the recruitment process, the higher the employee performance at PT Triniaga Medika Makassar.</p>

Introduction

In the contemporary era of globalization and heightened economic competition, it is widely acknowledged that human resources represent the most invaluable asset for any given corporation (Sutanto & Kurniawan, 2016). With intense competition among enterprises for a skilled labor force, it is imperative for organizations to establish a recruitment process that is both efficient and successful. Nevertheless, there remain unresolved inquiries about the impact of the recruitment process on employee performance. Effective management of human resources is vital as neglecting these resources is tantamount to disregarding the organization's most crucial asset (Sutrisno, 2016). The interaction between individuals and their job within an organizational context is a crucial dynamic that necessitates compatibility. Identifying personnel can be a straightforward task, however, identifying individuals who are well-suited to their assigned responsibilities presents a more challenging endeavor. Failure to address the issue of recruitment within a firm can lead to decreased effectiveness and efficiency, and in certain cases, result in financial losses and ultimate failure. Hence, organizations must acknowledge and address the issue of recruitment endeavors, as the ensuing repercussions might be significantly detrimental. Furthermore, it is important to note that errors in the process of personnel recruiting can have not only immediate ramifications but also enduring financial setbacks (Purba, 2021).

Every organization consistently aspires to the advancement and growth of its business operations. Hence, it is imperative for the company's leader to proactively anticipate potential advancements and growth, while concurrently ensuring the comprehensive staffing of all vacant positions with qualified personnel. This meticulous approach is essential to facilitate the seamless and efficient functioning of all organizational activities within the company. Nevertheless, this task is not devoid of challenges, as it requires the manager to possess not only a strong educational background and extensive experience but also the ability to effectively identify and implement solutions for every predicament encountered by the organization (Mohan, 2021; Rahaman, 2016). One of the challenges pertains to the adequacy and proficiency of the labor force in meeting the company's requirements. This issue arises not only during the first stages of a company's establishment but also persists throughout its operational lifespan, regardless of whether the organization is operating under normal conditions or undergoing growth and expansion. The scenario being discussed pertains to the prompt replacement of a departing employee, whether due to death, termination, or resignation, to ensure uninterrupted operations inside the organization (Sasirekha, 2021).

This study investigates the process of employee recruitment and selection, which holds significant importance in establishing skilled and high-performing staff inside an organization. Organizations that possess a proficient recruitment procedure are capable of enticing, acquiring, and retaining competent personnel, hence making a favorable impact on the overall operational efficacy of the company. On the other hand, organizations with an inefficient recruitment procedure may encounter challenges including elevated rates of staff attrition, diminished levels of productivity, and compromised service quality.

The present investigation was carried out at PT Triniaga Medika Makassar, a subsidiary of a supplier firm situated in the urban area of Makassar. This company functions as a distributor of medical, laboratory, and diagnostic equipment, catering to the requirements of healthcare professionals and hospitals. The company engages in the direct sale of medical, laboratory, and diagnostic equipment to consumers in need. The necessity for the company to engage in direct distribution of its products is accompanied by a multitude of factors that must be considered. The primary objective of the corporation in implementing direct sales is to enhance product accessibility to geographically distant consumers and to potentially boost sales volume. PT Triniaga Medika Makassar engages in the distribution of its products beyond the confines of South Sulawesi through the utilization of indirect distribution channels, namely through establishing regional representatives. The individual serves as a representative of PT Triniaga Medika Makassar, operating within the designated region. In practical application, numerous challenges persist about employee performance that exhibit ineffectiveness and fail to align with anticipated outcomes. Based on empirical observations conducted at PT Triniaga Medika Makassar, it is evident that there persist issues about employee performance. The implementation of human resource management is crucial for optimizing the efficiency and productivity of the workforce inside a business. The objective of this study is to facilitate the organization in establishing efficient work units that can effectively contribute to the achievement of corporate management goals. Specifically, the study aims to explore strategies for the development, use, and retention of personnel in a manner that ensures consistent levels of quality and quantity.

The findings of a prior study conducted by Potale (2016) indicate a significant correlation between recruitment practices and employee performance, suggesting a beneficial impact. This observation indicates that the effectiveness of recruitment practices, particularly within PT Bank SulutGo, has a direct influence on employee performance. It is evident that a well-executed recruitment process leads to enhanced employee performance. The findings of this study align with previous research conducted by Aisyah and Giovanni (2018) as well as Dewi and Darma (2017). In contrast to the findings of Etikawati and Udjang (2016), their research suggests that there is no statistically significant relationship between recruitment practices and employee performance.

This study is anticipated to yield significant findings for the field of human resource management and various stakeholders inside organizations. The anticipated outcomes of this study are poised to offer recommendations and ideas aimed at enhancing the recruitment process, hence fostering a favorable influence on employee performance and the overall success of the firm. By comprehending the influence of the recruitment procedure on employee performance, companies can enhance their

effectiveness in identifying and retaining individuals who align with the company's values and possess the capacity to make optimal contributions towards the attainment of organizational objectives. Therefore, it is anticipated that this study will make a significant scholarly contribution to the existing body of knowledge in the field of human resource management. Additionally, it will offer valuable insights and recommendations for organizations seeking to enhance the caliber and effectiveness of their employees.

Literature Review

According to Hasibuan (2016), management may be defined as the systematic and strategic discipline of effectively and efficiently employing human and other resources to accomplish specific objectives. This definition posits that management is a discipline that combines both scientific and artistic elements. In its practical application, managers are required to devise strategies to optimize the utilization of available resources in a manner that is both effective and efficient, ultimately leading to the attainment of organizational objectives. By Parvathi's (2021) findings, Human Resource Management can be defined as a systematic approach involving the strategic planning, organization, direction, and supervision of activities related to the acquisition, development, compensation, integration, maintenance, and separation of human resources. The ultimate objective of this process is to effectively attain a range of goals at the individual, organizational, and community levels.

The recruitment process refers to the systematic approach undertaken by organizations to acquire additional human resources. This process encompasses various stages, such as identifying and assessing potential sources of employee attraction, determining the specific employee requirements of the company, conducting a selection process, facilitating employee placement, and providing orientation to new employees (Mangkunegara & Prabu, 2016). During the recruitment process, firms may encounter many challenges that can impede the smooth execution of the recruitment process. Companies must possess an awareness of diverse hurdles that may arise from within the organization, recruitment agents, and the external environment. The challenges encountered by individual companies may vary, nevertheless, there are certain common impediments in the realm of recruitment. These include organizational rules, job requirements, recruitment implementation methods, labor market conditions, firm stability, and external environmental factors (Shailashree & Shenoy, 2016).

Recruitment is facilitated using a comprehensive recruitment strategy, wherein the qualifications and criteria for positions are delineated as per the anticipated demands for prospective employees to occupy newly available positions, as well as in response to employee departures due to resignation or retirement, or considering organizational development into novel work domains or geographical regions necessitating the recruitment of fresh personnel. The HR department has significant pressure to fulfill immediate requirements, such as providing necessary information for advertising, posting job vacancies online, training external agencies or recruiting consultants, and conducting interviews and selection tests to evaluate potential candidates (Jaya et al., 2018). The successful implementation of recruitment strategies necessitates the presence of precise and uninterrupted data about the quantity and competencies of personnel required to fulfill diverse roles within the institution. Recruitment endeavors aim to identify unsuitable applications and concentrate their resources on individuals who are more likely to receive a callback. Recruitment endeavors possess the potential to cultivate a positive public perception through their ability to shape the attitudes of prospective candidates, regardless of their ultimate appointment status (Widya, 2021).

According to Tidokartika (2021), recruitment refers to the systematic procedure of identifying and attracting potential candidates (applicants) who possess the necessary qualifications to be considered for employment. Moreover, Ery (2011) provides an elucidation of recruitment as a sequential process commencing when an organization requires an additional workforce and initiates a job opening, culminating in the acquisition of a suitable candidate who matches the predetermined standards for the given post or vacancy. According to Ekwoaba (2015), the contemporary recruitment process encompasses various widely used terminologies, which include: The topic of discussion is job analysis. Job analysis is a systematic process used to identify and define the duties, responsibilities, and qualifications necessary for a particular job, as well as the desired characteristics of the ideal

candidate for that position. 2) Description of Job Responsibilities. Suwanto (2019) asserts that a job description serves the purpose of organizing the information obtained from job analysis in a structured manner. Job descriptions are formal documents that are created to convey essential details on a specific role or job. 3) Job Specification: Position Requirements. Position requirements refer to the documented criteria that individuals must meet to effectively fulfill the responsibilities of a given position (Moekijat, 2010). 4) The Process of Job Evaluation. By Omolo's (2012) findings, job evaluation refers to the process of evaluating actions undertaken to ascertain the relative worth of a particular position in comparison to another. 5) Classification of Employment Positions. Job classification refers to the process of categorizing positions based on their comparable worth.

According to Kepha (2014), there are four distinct attitudes within the organizational or corporate context when it comes to the implementation of recruitment processes. There exist four distinct attitudes: The passive attitude without discrimination refers to the approach adopted by executives inside an organization or firm to mitigate disparities and ensure equitable treatment in the selection, remuneration, and advancement of both candidates and employees. Recruitment practices that prioritize diversity actively engage in categorizing applicants based on their characteristics, thereby selectively admitting individuals from specific demographic groupings. Recruitment based on priority is the practice of giving preference to specific groups during the recruitment process. Recruitment by rationing involves the implementation of rationing systems to selectively allocate resources to specific groups for recruitment.

It is imperative to have a pre-determined foundation for recruiting potential employees, ensuring that applicants who submit their applications align with the desired job or position. The selection of candidates for a position should be driven by the job specifications that have been established. It is imperative to provide comprehensive and unambiguous job descriptions to ensure that prospective candidates are fully informed about the requisite qualifications for the available position. According to Nawawi (2008), when job specifications are utilized as the foundation and directives for withdrawal, the personnel obtained will align with the job description of the position mandated by the company. Once the specifications of the post or job for the desired employee have been identified, it is necessary to ascertain the sources that can be utilized to attract potential candidates. The acquisition of potential personnel can be facilitated through both internal and external sources, including many organizations. According to Mangkunegara (2016), internal sources refer to employees who are selected from within the organization to fill job vacancies. This can be achieved through the process of employee mutation or transfer, wherein individuals who possess the requisite qualifications and skills for a particular position or job are reassigned or relocated. Employee transfers can be categorized into two main types: vertical transfers, which encompass both promotions and demotions and horizontal transfers. If there are extant employees who possess the requisite qualifications for a certain position, the organization should consider internal candidates, particularly in the context of managing roles. It is of utmost significance to offer promotional possibilities to current personnel. According to Lina (2020), external sources refer to individuals who are hired by a corporation to fill open roles, sourced from external entities rather than internal recruitment processes.

The recruiting process methodology employed significantly influences the number of applications received by the organization. The methods used to evaluate prospective new employees can be categorized into two main types: open methods and closed methods (Kartodikromo et al., 2017). The open technique of recruitment involves the dissemination of information through many channels, such as print and electronic media, as well as by word of mouth, to reach a broader audience. By implementing an open approach, it is anticipated that a larger number of applications will be attracted, hence increasing the likelihood of acquiring highly skilled staff. The closed approach refers to a recruitment process that is limited to a certain group of individuals, such as employees or a select group of people. Consequently, the limited number of applications leads to a heightened challenge in acquiring highly qualified staff.

Performance can be defined as the outcome or product of a particular process (Tarigan, 2021). The behavioral approach in management posits that performance refers to the level of quality or quantity exhibited in the production of goods or provision of services by individuals engaged in a certain profession (Simamora, 2004). Performance refers to the evaluation of job performance,

specifically the assessment of work outcomes about predetermined benchmarks. Performance can be defined as the outcome of an individual's efforts in terms of both the quality and quantity of work accomplished, by the assigned obligations (Sedarmayanti, 2018). Performance refers to the overall level of achievement exhibited by an individual over a specific timeframe in the execution of duties, in comparison to a range of potential outcomes, including established work standards, objectives, or specified criteria that have been mutually established (Ditya, 2021). Performance is a construct that establishes a connection between work outcomes and behavior. As a manifestation of behavior, performance encompasses the human activities undertaken to fulfill the assigned organizational tasks. To assess individual employee performance, there exist four indicators, as identified by Badaruddin and Hidayat (2020), namely: a) Quality. The assessment of work quality is determined by employees' subjective evaluations of the caliber of work accomplished and the degree of job completion about their individual talents and capabilities. b. Quantity is an important factor to consider in various academic disciplines. Is the quantity of production typically measured and communicated using units, such as the number of items, or by the number of completed cycles of activity? The factor of timeliness is an important consideration. The term "initial workload" refers to the amount of activity undertaken at the outset of a certain period, considering the coordination with output outcomes and the optimization of available time for additional tasks. The concept of independence. The level of an employee's ability to do their job duties and their level of devotion to their work is indicative of their work commitment to the organization and their sense of responsibility towards their role within the company.

Research Design and Methodology

The present study falls within the category of quantitative research. The present study used a random sampling strategy to choose a research sample from PT Triniaga Medika Makassar (Sugiyono, 2017). This method ensures that every employee has an equal opportunity to be included in the study, as determined by the application of the Slovin formula. The total number of samples determined was 65. The present study utilizes primary data that was obtained through the distribution of questionnaires including inquiries about the variables under investigation. In this study, a Likert scale consisting of five alternative replies was employed to measure each variable indicator. The options included Strongly Agree (scored 5), Agree (scored 4), Disagree (scored 3), Disagree (scored 2), and Strongly Disagree (scored 1). The acquired data will undergo analysis through multiple phases of testing. The initial step is performing a descriptive statistical analysis. The subsequent phase involves conducting a validity test and a reliability test on the study data instrument. The third stage involves doing a traditional assumption test, specifically a normalcy test. The fourth stage of this study involves the testing of all hypotheses put forth, which will be assessed by the implementation of a partial test (t-test) and the coefficient of determination test.

Table 1. Variables and indicators

Variable	Code	Indicator	Major Reference
Recruitment	X1.1	Source basis for employee recall	(Dani, 2019; Potale, 2016)
	X1.2	Employee source	
	X1.3	Attitude in recruitment	
	X1.4	Recruitment Process	
	X1.5	Employee recall method	
Performance	Y1.1	Work result	(Aisyah & Giovanni, 2018; Dewi & Darma, 2017)
	Y1.2	Work behavior	
	Y1.3	Personal traits	
	Y1.4	Quality	
	Y1.5	Quantity	

Source: Primary data, 2023

Findings and Discussion

Findings

The participants of this study consist of individuals employed at PT Triniaga Medika Makassar. Table 2 provides a comprehensive summary of the demographic characteristics of the participants, encompassing their gender, educational attainment, and duration of employment.

Table 2. Respondent Demographic Data

Variable	Measurement	n	%
Gender	Man	35	53,8
	Woman	30	46,2
Education Level	High School	15	23,1
	Diploma	20	30,8
	Bachelor	30	46,2
Work-length (Years)	1	33	50,8
	5	32	49,2

Source: Primary data processed, 2023

Table 2 illustrates that out of 65 respondents who are employees of PT Triniaga Medika Makassar, 35 employees, or 53.8% are male, while 30 employees or 46.2% are female. The majority of employees at PT Triniaga Medika Makassar who participated in this study on a bachelor's degree, accounting for 30 employees or 46.2% of the total respondents. Those with a Diploma degree constitute 30.8% of the respondents, while those with a high school diploma make up 23.1% of the respondents. Based on the duration of employment, respondents with a tenure of 1 year accounted for 50.8%, while those with a tenure of 5 years accounted for 49.2%.

The initial phase conducted involves descriptive statistical analysis. The descriptive analysis method is a statistical technique employed for the study of acquired data. The descriptive technique aims to provide a comprehensive description of the data pertaining to the object of investigation. Table 3 displays the statistical analysis outcomes pertaining to the research variables, namely the recruitment procedure (X1) and employee performance (Y).

Table 3. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Recruitment	65	3,00	5,00	4,1754	,49182
Performance	65	2,80	4,80	4,2585	,44261
Valid N (listwise)	65			3.3364	.59040

Source: Primary data processed, 2023

According to the data presented in Table 3, variable recruitment exhibits a minimum value of 3.00, a maximum value of 5.00, and a mean value of 4.1754. The standard deviation figure indicates a departure of 4.9128 from the mean value of the answers provided by the respondents. The performance exhibits a minimum value of 2.80, a maximum value of 4.80, and a mean value of 4.2585. The calculated standard deviation of 4.4261 signifies the extent to which respondents' answers deviate from the mean value.

The subsequent phase encompasses a data quality assessment, which comprises tests for both validity and reliability. This study aims to assess the validity and reliability of each statement item in measuring variables through a comprehensive test. To determine the validity of the study variables, the measurement of validity is conducted by the correlation of the statement items with the total items (referred to as the "scroll total"). According to Sugiyono (2017), an item is considered legitimate if its corrected item-total correlation value exceeds 0.30. The criterion employed in the reliability test of this study is Cronbach's Alpha (α) value. If the calculated value of Cronbach's Alpha exceeds 0.06, the questionnaire is deemed to be reliable or consistent. According to the findings shown in Table 4, it can be concluded that the question items employed in this study to assess recruiting variables and employee performance demonstrate validity. Each question item's value, as determined by the Corrected Item Total Correlation, exhibits a coefficient value that surpasses 0.30. The obtained reliability test results indicate alpha values of 0.721 and 0.732. The alpha coefficient serves as an indicator of the instrument's reliability, specifically when its value exceeds 0.7. Therefore, it can be

inferred that the instrument demonstrates consistency and reliability as a research measuring tool for assessing identical symptoms.

Table 4. Validity and Reliability Test Results

Variable	Instrument	r-calculated	Cronbach Alpha	Result
Recruitment	X1.1	0,676**	0,721	Valid dan reliable
	X2.2	0,720**		Valid dan reliable
	X2.3	0,632**		Valid dan reliable
	X2.4	0,778**		Valid dan reliable
	X2.5	0,659**		Valid dan reliable
Performance	Y1.1	0,791**	0,732	Valid dan reliable
	Y1.2	0,591**		Valid dan reliable
	Y1.3	0,696**		Valid dan reliable
	Y1.4	0,678**		Valid dan reliable
	Y1.5	0,735**		Valid dan reliable

Source: Primary data processed by SPSS, 2023

The third stage is the logical assumption test, which encompasses the process of normalcy testing. The purpose of the normality test is to assess whether the independent variable, the dependent variable, or both, in a regression model, exhibit a normal distribution. A regression model that has a normal distribution or closely approximates it is of high quality. Figure 1 illustrates that the data points are dispersed in proximity to the diagonal line, with their distribution aligning with the orientation of the diagonal line. This demonstrates that the regression model is appropriate for utilization as it satisfies the assumption of normalcy.

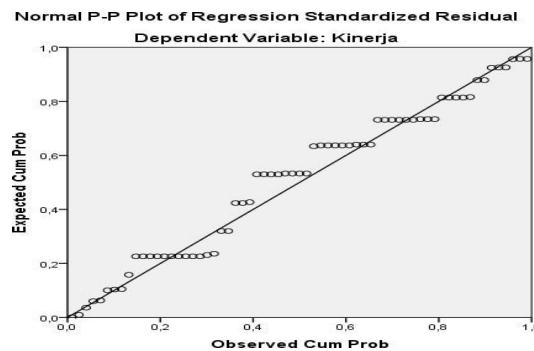


Figure 1. Normality Test Results

Source: Primary data processed by SPSS, 2023

The fourth stage involves doing hypothesis testing using simple linear regression analysis. The utilization of simple linear regression analysis is employed to examine the correlation between the recruitment process and the subsequent performance of employees. Table 5 displays the outcomes of the regression analysis conducted using IBM SPSS.

Table 5. Simple Linear Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,140	,394		5,436	0,000
Recruitment (X)	,507	,094	,564	5,417	0,000

a. Dependent Variable: Performance

Source: Primary data processed by SPSS, 2023

Based on table 5, the calculations and simple regression equations formed are as follows:

$$Y = 2,140 + 0,507X$$

The interpretation of the simple linear regression equation suggests that the coefficient for the intercept term, denoted as "a," is estimated to be 2.140. This implies that when the recruiting variable Recruitment takes a value of zero, the corresponding employee performance is expected to have a value of 2.140. The coefficient for the variable b is determined to be 0.507, indicating that a one-unit increase in recruitment results in a corresponding rise of 0.507 units in employee performance (Y).

Moreover, the fifth phase of testing in this study involves doing a partial significance test, namely a t-test, to ascertain the significance of the relationship between the recruiting process variable and the employee performance variable. The t-test is performed by comparing the calculated t-value of recruitment, which is 5.417, with the critical t-value from the t-table, which is 2.008, using a significance level of 5%. The decision rule is to reject the null hypothesis if the calculated t-value is greater than the critical t-value. The test results are presented in Table 6.

Table 6. Hypothesis Test Results (t-test) (Coefficients^a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,140	,394		5,436	0,000
Recruitment	,507	,094	,564	5,417	0,000

a. Dependent Variable: Performance

Source: Primary data processed by SPSS, 2023

The coefficients table indicates a significant value of 0.000, which is less than the conventional threshold of 0.05. This suggests that there is a statistically significant relationship between the recruiting variable (X) and the employee performance variable (Y). According to the findings shown in Table 6, it can be inferred that recruitment has a statistically significant and beneficial impact on employee performance. The coefficient value of +0.507 indicates a positive impact on the dependent variable.

Moreover, the seventh stage involves conducting an analysis of the coefficient of determination to ascertain the extent to which the recruiting variable contributes to the employee performance variable. The analysis findings are presented in Table 7.

Table 7. Determination Coefficient Test Results (Model Summary^b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,564 ^a	,318	,307	,36847

a. Predictors: (Constant), Recruitment

b. Dependent Performance

Source: Primary data processed by SPSS, 2023

The obtained coefficient of determination is 0.564. This finding demonstrates a strong positive correlation between the independent variable, recruitment, and the dependent variable, employee performance, with a coefficient near to 1. The obtained correlation coefficient is 0.318. The findings of this study indicate that the recruitment is accountable for 31.8% of the variance in employee performance, while the rest 68.2% is attributable to other factors.

Discussion

The findings of the hypothesis testing indicate a significant positive correlation between the process of recruitment and the subsequent performance of employees. This demonstrates that the application of recruitment practices, particularly at PT Triniaga Medika Makassar, has a direct influence on employee performance. It is seen that a more effective recruitment process correlates with enhanced employee performance at PT Triniaga Medika Makassar. The recruiting process exerts an impact as it effectively draws in potential candidates and secures a diverse pool of employees using a range of sources and methods that align with the company's desired criteria. The participants in this study expressed their perception that the recruitment process conducted by PT Triniaga Medika Makassar adhered to the established rules and policies of the organization. The recruitment process is recognized as a critical management function within an organization or company. Organizations or companies must exercise careful consideration before making decisions regarding the execution of the

recruitment process. This is because a well-executed recruitment process is likely to result in the selection of prospective employees who exhibit high levels of performance. Every organization consistently seeks to achieve success and growth in its business operations. Hence, it is imperative for the company leader to not only anticipate potential advancements and growth but also to consistently augment the organization by strategically appointing and filling all vacant positions with qualified personnel. This ensures the efficient and seamless functioning of all activities within the company. However, this task is not without its challenges, as it requires the manager to possess both a strong educational background and extensive experience. Furthermore, the manager must possess the ability to effectively identify and implement solutions for every issue encountered by the organization.

This study aligns with the viewpoint posited by Mangkunegara (2016) regarding the significance of the recruitment process about employee performance. Mangkunegara asserts that the recruitment process plays a crucial role in facilitating the achievement of performance objectives for both the company and its employees. Performance can be defined as the level of quality and quantity of work accomplished by a person while fulfilling their assigned obligations and responsibilities. The findings of this study are consistent with the findings of prior research conducted by Dani (2019) titled "The Effect of the Recruitment Process on Employee Performance at PT Federal International Finance (FIF) in Samarinda City." The study concludes that the recruitment process variable has a noteworthy impact on employee performance. This finding is consistent with the research undertaken by Aisyah and Giovanni (2018), Dewi and Darma (2017), and Potale (2016), which indicates that the recruitment process has a favorable and significant impact on employee performance. PT Triniaga Medika Makassar has effectively executed the recruitment process. Nevertheless, the findings of this study are in opposition to the research conducted by Etikawati and Udjang (2016), whose investigation revealed that the recruitment procedure does not have a statistically significant impact on employee performance.

Conclusion

The findings of this study suggest that the effective execution of recruitment strategies has a significant influence on enhancing employee performance. A well-designed recruitment process has the potential to attract high-caliber applicants who possess the requisite qualifications sought by the organization. Furthermore, the participants in this survey expressed their perception that the recruitment procedures at PT Triniaga Medika Makassar were conducted in adherence to established regulations and policies. Hence, it is recommended that the organization should persist in prioritizing the enhancement of the recruiting process's quality and efficiency to facilitate improved employee performance in subsequent periods.

The findings of this study substantiate the necessity for organizations to prioritize and enhance their recruitment strategies and processes to secure potential employees possessing the requisite qualifications. The implementation of a well-defined and rigorous recruitment policy is vital to ensure that the company exclusively attracts and hires the most exceptional personnel. Furthermore, it is imperative for management to further enhance the employee recruiting and selection process to effectively address the need for skilled and competent individuals to fill vacant positions inside the organization. The recruitment process holds significant importance as a management function inside an organization or firm. Hence, organizations must invest sufficient resources towards enhancing recruitment efficacy to attain optimal performance.

Several recommendations can be provided to companies and for future research endeavors. It is recommended that PT Triniaga Medika Makassar and other organizations utilize more innovative and efficient recruitment strategies, such as using information technology and social networks, to expand their reach to a larger pool of highly qualified potential candidates. Furthermore, future study endeavors may encompass a broader range of variables or elements that influence employee performance, including but not limited to the work environment, managerial support, and motivation. Therefore, the study has the potential to offer a more extensive understanding of the relationship between recruitment practices and employee performance. In conclusion, it is imperative to undertake additional research to gain a comprehensive understanding of the factors contributing to the discrepancy between the findings of this study and prior research, which suggests that the

recruitment process does not exert a substantial influence on employee performance. This study has the potential to provide valuable insights into the multifaceted determinants that impact employee performance across different organizational settings.

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