

The Influence of Recruitment and Selection Process on Employee Performance (Case Study at PT SMESHUB Bangun Negeri)

Susi Ramilah¹, Anwar Musadad^{2*}

^{1,2}Faculty of Economy, Singaperbangsa Karawang University

Abstract

Received: 07 July 2025
Revised: 16 July 2025
Accepted: 23 July 2025

Empowerment and development of human resources (HR) are key to creating excellent human capital. The company realizes that having high-quality HR is the answer to competition and progress (Aziz et al., 2017). This study uses a quantitative method with data collection through the distribution of questionnaires and literature data, based on samples from the existing research population. The data analysis method used is multiple linear regression with SPSS 21.

Subsequently, the effect of recruitment and the selection process on employee performance will be examined. This study used the Taro Yamane technique on a population of 117 people and obtained a sample of 54 people. It was found that variable X, which includes recruitment and the selection process, showed good results, as did variable Y, which is employee performance.

The research results indicate that the variables of recruitment and the selection process have a significant effect on employee performance at PT. Smeshub Bangun Negeri, with the selection factor being the most dominant. This can serve as a benchmark that the company must improve the quality of its selection process at PT. Smeshub Bangun Negeri to enhance employee performance in support of the company's vision and mission.

Keywords: *Recruitment, Selection, and Employee Performance English*

(*) Corresponding Author: susi.ramilah18248@student.unsika.ac.id / ramilah1228@gmail.com

How to Cite: Ramilah, S., & Musadad, A. (2025). The Influence of Recruitment and Selection Process on Employee Performance (Case Study at PT SMESHUB Bangun Negeri). *International Journal of Education, Information Technology, and Others*, 8(3.B), 231-239. Retrieved from <https://jurnal.peneliti.net/index.php/IJEIT/article/view/12905>

INTRODUCTION

The Central Bureau of Statistics (BPS) estimated that Indonesia's population in mid-2022 reached 275.77 million people. Of this number, around 208.54 million fell into the productive age group, according to the population pyramid data. According to LIPI (2018), this condition represents a crucial demographic opportunity for a country due to the large proportion of productive-age individuals. Based on BPS data, the Indonesian labor force in February 2022 reached 144.01 million people, equivalent to 69.06% of the total working-age population. Among this group, the 25–29 age group was the largest contributor with 17.17 million people, followed by the 30–34 age group with 16.89 million, and the 35–39 age group with 16.78 million.

In 2022, the Ministry of Manpower (Kemenaker) projected that around 133.82 million Indonesians would have access to employment opportunities, an increase of 1.87% from the previous year's 131.36 million. The sector offering the most employment opportunities was administration and transactional business with 33.67 million positions, followed by agriculture, forestry, and fisheries with 29.17 million jobs, manual labor with 25.16 million

positions, specialized fields with 15.11 million, machine operators and assemblers with 8.8 million, professionals with 7.84 million, administrative personnel with 6.22 million, technicians and assistant professionals with 4.06 million, and managerial positions with 3.19 million. The Indonesian National Armed Forces (TNI) and National Police (Polri) also opened opportunities for 591 thousand individuals. By 2023, the number of available positions increased to 136.21 million, and to 138.72 million the following year. By 2024, job opportunities were projected to increase by approximately 2.45 million each year, with an average annual growth of 1.87%.

One of the companies focused on developing MSMEs (Micro, Small, and Medium Enterprises) is PT Smeshub Indonesia. This platform provides services such as education, counseling, curation, incubation, and transactions, targeting both export and international markets. In its operations, Smeshub divides its roles into several divisions, including an interview division to explore MSME potential, an export division that helps businesses enter foreign markets, and a funding division that provides access to capital for businesses in need. According to internal data from 2022, Smeshub employed 117 people with various educational backgrounds: 43 employees in the consulting division, 40 in funding, and 34 in export, most of whom held a bachelor's degree.

The success of a company heavily depends on the quality of its human resources (HR). According to Aziz et al. (2017), HR development is key to facing competition, as a competent workforce is a primary asset for building both a company and a nation. Therefore, HR management must be directed toward effective and efficient management to achieve organizational goals (Patimah, 2015). One of the main focuses of HR management is the recruitment process, as it enables companies to acquire skilled workers who match their needs (Hasanah & Indahingwati, 2017). Employee performance, then, becomes a crucial factor in determining whether company goals are achieved (Wulandari, 2016). If neglected, it can lead to financial or operational instability (Nelwan & Pandowo, 2017).

PT Smeshub Indonesia regularly conducts performance evaluations every three months using the 360-degree assessment method. According to an interview with the Director of the Recruitment Division, company performance standards serve as both benchmarks and motivation for employees. Without clear performance goals, work morale can decline, operational activities may be hindered, and productivity can drop. To address this, Smeshub uses Key Performance Indicators (KPIs) that are reviewed monthly and quarterly. However, review results have shown a decline in performance and failure to meet several KPI targets, making this an important issue for the company.

Interviews and observations revealed that recruitment and selection factors have a significant impact on employee performance at PT Smeshub Indonesia. The recruitment process involves several stages, including job needs analysis, job description development, job posting distribution, administrative selection, recruitment interviews, case study tests, and user interviews. Based on this situation, the researcher is interested in conducting further study through research titled: ^[11]_[SEP] "The Effect of Recruitment and Selection Process on Employee Performance (Case Study at PT Smeshub Bangun Negeri)."

The purpose of this study is to understand the recruitment process (X1) at Smeshub Indonesia, the selection process (X2), and employee performance (Y). Additionally, the study aims to analyze both the partial and simultaneous relationships and effects of recruitment (X1) and selection (X2) on employee performance (Y) at Smeshub Indonesia.

RESEARCH METHOD

This study uses a quantitative approach based on positivist principles, where numerical data is analyzed using statistical tests. The population of the study consists of all employees of Smeshub Indonesia, totaling 117 individuals, while the sample was determined using the Taro Yamane method, resulting in 54 respondents. Data was collected through observation, interviews, questionnaires, and document studies, with primary data obtained directly from respondents, and secondary data sourced from literature, journals, regulations, and internal company documents.

The sampling technique used was simple random sampling to ensure the homogeneity of the sample. The research instrument employed a Likert scale to measure respondents' perceptions regarding the variables of recruitment, selection, and employee performance. Validity and reliability tests were conducted using SPSS 21 to ensure that the research instruments were suitable for use.

The data was then analyzed using descriptive techniques to describe the condition of each variable, and verification techniques including correlation tests, coefficient of determination, t-tests, and F-tests to test the hypotheses. This analysis aims to determine the extent to which recruitment and selection affect employee performance at Smeshub Indonesia.

RESEARCH RESULTS AND DISCUSSION

The following section discussed the review related to the effect of recruitment and selection process on employee performance.

Validity and Reliability Tests

The validity Test

The validity test is used to determine the extent to which the questionnaire can measure the research variables that have been established. The purpose of this test is to ensure that the instrument is truly appropriate, accurate, and relevant to the research object. A question item is considered valid if the calculated r value (r count) is greater than the critical r value from the table (r table). Conversely, if the r count is smaller than the r table, the question item is considered invalid and must be eliminated.

From the above calculation, the r count value obtained from a sample size of 54 respondents for the first question variable is 0.796, which means the question item is proven to be valid because the r count $>$ r table, with a significance level of 10%, which corresponds to an r table value of 0.226. Therefore, based on this sample calculation, the validity testing of other question items is presented in the table below.

Source: Data processed using SPSS, 2023

Since each *r count* value is greater than the *r table* value, the validity of the 27 attribute questions distributed through the questionnaire to 54 respondents is considered valid. This conclusion is based on the results of the above validity test

Variabel	Indikator	r Tabel	r Hitung	Keterangan
Recruitment	X1	0,226	0,796	Valid
	X2	0,226	0,715	Valid
	X3	0,226	0,845	Valid
	X4	0,226	0,646	Valid
	X5	0,226	0,745	Valid
	X6	0,226	0,708	Valid
	X7	0,226	0,759	Valid
	X8	0,226	0,850	Valid
	X9	0,226	0,785	Valid
	X10	0,226	0,803	Valid
Selection	X11	0,226	0,761	Valid
	X12	0,226	0,721	Valid
	X13	0,226	0,714	Valid
	X14	0,226	0,789	Valid
	X15	0,226	0,875	Valid
	X16	0,226	0,831	Valid
	X17	0,226	0,877	Valid
Employee Performance	X18	0,226	0,890	Valid
	X19	0,226	0,741	Valid
	X20	0,226	0,737	Valid
	X21	0,226	0,845	Valid
	X22	0,226	0,890	Valid
	X23	0,226	0,759	Valid
	X24	0,226	0,708	Valid
	X25	0,226	0,759	Valid
	X26	0,226	0,850	Valid
	X27	0,226	0,785	Valid

regarding recruitment and employee performance selection.

Reliability Test

The reliability test aims to assess the consistency of respondents' answers to the research instrument. An instrument is considered reliable if the Cronbach's Alpha value is greater than 0.60.

Source: Data processed using SPSS, 2023

<u>Cronbach's Alpha</u>	<u>Cronbach's Alpha Based On Standardized Item</u>	<u>N of Items</u>	<u>Keterangan</u>
0,975	0,60	27	Reliabel

The results of calculations using SPSS show a Cronbach's Alpha value of 0.975. This value is well above the minimum threshold of 0.60, thus it can be concluded that the 27 questionnaire items are proven to be reliable.

Classical Assumption Tests

Normality Test

The normality test is conducted to determine whether the data distribution in the study is normal. One method used is the graphical analysis of the normal probability P-Plot. The data is considered normally distributed if the plot points lie around the diagonal line. The graph results show that the data points are spread around the diagonal line and are not too far off. Therefore, the regression model can be said to meet the normality assumption and is suitable for further analysis.

Multicollinearity Test

The multicollinearity test is conducted to determine whether there is a high correlation between the independent variables in the regression model. A good regression model should not exhibit multicollinearity. A model is considered free from multicollinearity if the Variance Inflation Factor (VIF) value is ≤ 10 and the tolerance value is ≥ 0.1 .

Coefficients ^a							
Model	Unstandardized		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	0,470	1,483		0,317	0,753		
Rekrutmen	0,620	0,107	0,597	5,638	0,000	0,141	7,112
Seleksi	0,543	0,152	0,379	3,575	0,001	0,141	7,112

Table 2. Multicollinearity Test Results

Source: Data processed using SPSS, 2023

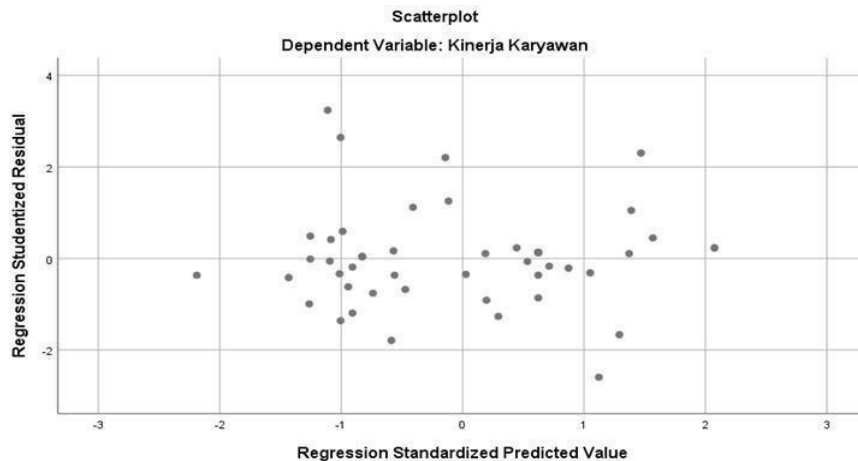
The test results show that the VIF value for both the recruitment and selection variables is 7.112, while the tolerance value for both is 0.141. Since the VIF is <10 and the tolerance is >0.1 , it can be concluded that this regression model does not experience multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test determines whether the residuals of a linear regression model exhibit unequal variances across all observations. The regression model cannot be used as a forecasting tool if the heteroscedasticity assumption is

not met. The results of the heteroscedasticity test from the employee performance recruitment and selection questionnaire at PT. Indonesia, developed by Smeshub.

The graph above clearly shows that the focal points are scattered



haphazardly and do not form a reasonable sample either above or below 0 on the Y pivot. It can be assumed that there is no heteroscedasticity in the relapse model, making it suitable for use to anticipate representative execution considering registration and selection factors.

Spearman Test for Heteroscedasticity

To determine the influence or correlation between variables, a more precise test is required. Heteroscedasticity is a sign that the independent variable has a statistically significant influence on the dependent variable. The following test results in SPSS indicate that none of the independent variables statistically significantly influence the absolute value of the dependent variable.

Table 3. Spearman Test Results for Heteroscedasticity

The test results show a significance value for the recruitment (0.474) and selection (0.573) variables, both greater than 0.05. Therefore, it can be concluded that the regression model does not exhibit heteroscedasticity.

Correlations					
			Perekrutan	Seleksi	ABS
Spearman's rho	Perekrutan	Correlation Coefficient	1,000	,918**	-,100
		Sig. (2-tailed)	.	,000	,474
		N	54	54	54
	Seleksi	Correlation Coefficient	,918**	1,000	-,078
		Sig. (2-tailed)	,000	.	,573
		N	54	54	54
	ABS	Correlation Coefficient	-,100	-,078	1,000
		Sig. (2-tailed)	,474	,573	.
		N	54	54	54

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

Correlation and Determination Coefficient Analysis (R2)

Correlation coefficient analysis is used to determine the strength and direction of the relationship between two or more variables. Positive and negative relationships represent direction, while the magnitude of the correlation coefficient indicates the strength of the relationship (Sugiyono, 2018). Meanwhile, determination analysis (R2) measures the model's ability to explain variation in the dependent variable. The coefficient of determination ranges from 0 to 1. A small R2 value indicates very limited ability of the dependent variables. A value close to 1 indicates that the independent variables share almost all of the data needed to predict variation in the dependent variable (Ghozali, 2018). The following is the SPSS output for correlation and determination coefficient analysis.

Table
4.
Results
of

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,959 ^a	,920	,916	2,04080
a. Predictors: (Constant), Seleksi, Perekrutan				
b. Dependent Variable: Kinerja Karyawan				

Correlation and Determination Coefficient Analysis

Based on the analysis presented in the table above, the adjusted R-square value of 0.916 indicates that the independent variables provide almost all the information needed to predict variations in the dependent variable. Furthermore, recruitment and selection contribute 91.6 percent of the employee performance variable, with the remaining 8.4 percent explained by other variables not examined in this study.

F-Test (Simultaneous)

The F-test indicates whether the independent variables simultaneously have a significant effect on the dependent variable. This test is conducted to understand the validity of the data (Sujarweni, 2018: 141). The following criteria are applied: a. H_0 is rejected if $F\text{-test} < F\text{-table}$, meaning the independent variables simultaneously do not have a significant effect on the dependent variable.

H_0 is rejected if $F\text{-test} > F\text{-table}$, meaning the independent variables simultaneously have a significant effect on the dependent variable. The significance is as follows:

If $p < 0.05$, then H_0 is rejected and H_a is accepted.

If $p > 0.05$, then H_0 is accepted and H_a is rejected c.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2427,074	2	1213,537	291,376	,000 ^b
	Residual	212,407	51	4,165		
	Total	2639,481	53			
a. Dependent Variable: Kinerja Karyawan						
b. Predictors: (Constant), Seleksi, Perekrutan						

Table 5. Results of the Simultaneous F-Test

From the table above, it can be concluded that the comparison of significance levels is $\text{sig} < \alpha$ or $0.000 < 0.05$. Therefore, H_a is accepted and H_o is rejected, meaning that the recruitment and selection variables influence employee performance at PT. Smeshub Bangun Negeri.

T-Test (Partial Test)

The Partial T-Test (t-test) is used to determine the significance of the influence of variable X on variable Y. This t-test is used to determine the extent to which the independent variables individually explain the dependent variable. The significance level used in the t-test is 0.05 or 5% (Sujarweni, 2018). The following criteria are used:

H_o is accepted if the calculated $t < t\text{-table}$, meaning that the independent variable has a significant partial effect on the dependent variable.

H_o is rejected if the calculated $t < t\text{-table}$, meaning that the independent variable does not have a significant partial effect on the dependent variable.

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,470	1,483		,317	,753		
	Perekrutan	,602	,107	,597	5,638	,000	,141	7,112
	Seleksi	,543	,152	,379	3,575	,001	,141	7,112
a. Dependent Variable: Kinerja Karyawan								

Table 6. Results of the Partial T-Test

Based on the chart above, the t-test results demonstrate that the recruitment variable has a significance value of 0.000 and the selection variable has a significance value of 0.001, indicating that both variables are less than 0.05. This demonstrates that the recruitment and selection variables influence employee performance at PT. Smeshub Bangun Negeri.

Multiple Linear Regression

This study will explain the direct and indirect effects of the dependent variable on the independent variable and the intervening variable. The following are the SPSS results for the multiple linear regression.

		Coefficients ^a					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	,470	1,483		,317	,753		
	Perekrutan	,602	,107	,597	5,638	,000	,141	7,112
	Seleksi	,543	,152	,379	3,575	,001	,141	7,112

a. Dependent Variable: Kinerja Karyawan

Table 4.15 Multiple Linear Regression Results

Based on the coefficient table above, the following multiple linear equation can be obtained:

Based on the coefficient table above, the multiple linear regression equation can be written as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = -0,470 + 0,602X_1 + 0,543X_2$$

Discussion

From the SPSS 21 results above, it can be concluded that:

The constant value of -0.470 means that if the recruitment variable (X_1) and the selection variable (X_2) are both zero, then the employee performance score (Y) would be -0.470, assuming other factors that may influence performance are held constant.

The coefficient of recruitment (b_1) is 0.602, which indicates that for every one-unit increase in recruitment, employee performance increases by 0.602 units. This implies that improved recruitment processes contribute positively to employee performance. (*Note: The original sentence mentioning Smeshub creating a country with fixed values seems out of context and has been omitted for clarity.*)

The coefficient of selection (b_2) is 0.543, meaning that for every one-unit increase in the effectiveness of selection, employee performance increases by 0.543 units. This reinforces the importance of a quality selection process in boosting employee performance.

These research findings are supported by theories and prior empirical evidence, indicating the following relationships between variables:

Relationship Between Recruitment and Employee Performance

Based on experiments conducted at PT. Smeshub Bangun Negeri using a partial t -test, recruitment has a significant effect on employee performance, with a t -value of 5.638 and a p -value of 0.000 ($p < 0.05$). Therefore, H_a is accepted and H_o is rejected, indicating that recruitment changes significantly affect employees at PT. Negara Desain Sameshub.

Thus, the company should seek capable employees and enhance the quality of recruitment processes by focusing on both recruitment strategies and human resource potential. Employees should have strong character, stable work attitudes, willingness, and capability.

Relationship Between Selection and Employee Performance

This research also suggests that the selection process at PT. Smeshub Bangun Negeri Indonesia significantly influences employee performance, as supported by questionnaire data. Therefore, the selection conducted by the

company is considered both high-quality and appropriate. If the selection is not properly conducted, the resulting performance outcomes will not be effective.

Accordingly, the company can produce high-performing employees without coercion or pressure, aligning naturally with the company's goals. To ensure effective employee selection, the company applies various methods such as:

General knowledge tests related to the company's profile and industry
Psychological testing

Medical testing to screen for infectious or dangerous diseases

Assessments of physical condition, work experience, and organizational background

By applying such selection procedures, the company will be more likely to recruit professional employees capable of performing well. This is supported by Wibowo (2018), who stated that in order to achieve the best performance from employees without coercion, a business must implement a proper selection process aligned with its goals.

CONCLUSION

Based on the results of the research, the author draws several conclusions from this study, namely:

1. PT Smeshub Indonesia is a platform aimed at supporting MSMEs (Micro, Small, and Medium Enterprises). It offers a number of divisions designed to help the public in developing MSME potential.
2. The adjusted R square value of the correlation between employee performance and recruitment and selection is 0.916, indicating that the independent variables provide nearly all the necessary information to predict the variation in the dependent variable.
3. Regarding recruitment and selection based on employee performance, all recruitment variables have significance values greater than 0.000, while the selection variable has a significance value greater than 0.001, and all significance values are less than 0.05. This indicates that recruitment costs and product selection have an influence on employee performance at PT Smeshub Bangun Negeri.
4. The simultaneous interaction between recruitment and employee job selection shows a significance ratio of $\text{sig} < \alpha$ or $0.000 < 0.05$. Therefore, H_a is accepted and H_o is rejected, meaning that changes in recruitment and selection affect the employees working at PT Smeshub Bangun Negeri.

BIBLIOGRAPHY

- Aditama, R. A. (2020). Pengantar Manajemen. Ae Publishing
- Agus Wibowo (2020) "Manajemen Keuangan" Yayasan Prima Agus Teknik
- Arif Yusuf Hamali, S,S, M.M (2018). Pemahaman Manajemen Sumber. Daya Manusia, Penerbit CAPS (Center for Academic Publishing Service), Jakarta.
- Aris Dkk (2023) Manajemen Pemasaran Widina Bhakti Persada Bandung (Grup Cv. Widina Media Utama)
- Aulia, R. P., Hermawan, R., Oktaviani, P., Ramadhani, P. A. P., Senjaya, R. S., & Putra, I. G. S. (2022). The Power of Recruitment and Selection in Improving

- Employee Performance at PT. Kereta Api Indonesia (Persero) Bandung. *ITALIENISCH*, 12(1), 566-573.
- Baruno, A. D., & Permatasari, L. N. The Influence of Recruitment and Selection Process on Technical Employee Performance in Pt. Telkom Akses North Surabaya. *Jurnal Bisnis dan Manajemen*, 4(1).
- Darnita (2022) "Strategi Manajemen Keuangan Gereja Kalimantan Evangelis Dalam Bentuk Badan Usaha" *Jurnal Ilmiah Religiosity Entity Humanity (Jireh)* Volume 4, Nomor 2, (Desember, 2022): 152-164 Issn: 2685-1393 (P); Issn: 2685-1466 (E) Doi: 10.37364/Jireh.V4i2.99 Available Online At <https://Ojs-Jireh.Org/Index.Php/Jireh>
- Drs. M. Tjiptad (2020) "Konsep Pemasaran Dan Proses Manajemen Pemasaran"
- Estiana, R., Nugroho, E., & Himawan, H. (2019). ANALISIS REKRUTMEN DAN SELEKSI KARYAWAN (Studi Kasus Pada Karyawan PT. Mitrametal Perkasa). *JAB (Jurnal Akuntansi & Bisnis)*, 5(01).
- Etikawati, E., & Udjang, R. (2016). Strategi rekrutmen dan seleksi terhadap kinerja karyawan. *Jurnal Perilaku dan Strategi Bisnis*, 4(1).
- Handayani, P., & Sinulingga, N. A. B. (2018). Pengaruh Rekrutmen dan Seleksi Karyawan terhadap Kinerja Karyawan pada CV. LPK Gintar Course. *Journal of Management Science (JMAS)*, 1(1, Januari), 24-29.
- Hariwijaya, H. (2017). Proses Rekrutmen dan Seleksi Karyawan Sukses menembus metode terbaru dalam seleksi pegawai dan karyawan. Diandra Kreatif.
- Hasibuan, Malayu S.P.. (2017). *Manajemen Sumber Daya Manusia*. Edisi Revisi. Jakarta: Bumi Aksara.
- Herzberg, F.
- Jamaludiinm (2019) Implementasi Sistem Manajemen Keuangan Pendidikan *Jurnal Idaarah*, Vol. Iii, No. 1, Juni 2019
- Kasmir. 2016. *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Depok: PT. Rajagrafindo Persada.
- Kiki Joesyiana (2018) Penerapan Metode Pembelajaran Observasi Lapangan (Outdoor Study) Pada Mata Kuliah Manajemen Operasional (Survey Pada Mahasiswa Jurusan Manajemen Semester Iii Sekolah Tinggi Ilmu Ekonomi Persada Bunda) Peka: *Jurnal Pendidikan Ekonomi Akuntansi Fkip Uir* Vol 6 No 2 Tahun 2018 P- Issn: 2337-652x | E-Issn: 2598-3253
- L. Mathis, Robert & H. Jackson, John. 2011. *Human Resource Management* (edisi. 10). Jakarta : Salemba Empat.
- Mappasiara (2018) "Manajemen Strategik Dan Manajemen Operasional Serta Implementasinya Pada Lembaga Pendidikan" *Jurnal Idaarah*, Vol. 2, No. 1, Juni 2018
- Nasution, M. D. M. (2019). Pengaruh Proses Rekrutmen dan Seleksi terhadap Kinerja Karyawan: Studi pada PT. Dian Bahari Sejati. *Jurnal Riset Inspirasi Manajemen dan Kewirausahaan*, 3(2), 85-93.
- Ni Putu Dkk (2022) "Manajemen Keuangan" Tahta Media Group
- Nur Khomariah (2018) "Konsep Manajemen Keuangan Pendidikan" *Jurnal Al-Afkar*
- Oaya, Z. C. T., Ogbu, J., & Remilekun, G. (2017). Impact of recruitment and selection strategy on employees performance: A study of three selected

- manufacturing companies in Nigeria. *International Journal of Innovation and Economic Development*, 3(3), 32-42.
- Poernomo, H. (2019). Pengaruh Rekrutmen Dan Seleksi Terhadap Kinerja Karyawan Pt. Telkom Indonesia, Tbk Cabang Sidoarjo. *J-MACC: Journal of Management and Accounting*, 2(1), 87-101.
- Rita Ambarwati (2020) “Manajemen Operasional Dan Implementasi Dalam Industri” Universitas Muhammadiyah Sidoarjo
- Rivai, Veithzal dan Ella Jauvani Sagala, (2018). *Manajemen Sumber Daya Manusia untuk Perusahaan: Dari Teori ke Praktik*, Edisi Kedua. Cetakan Kelima. PT. Rajagrafindo Persada, Jakarta.
- Sarinah, S., Gultom, R. S., & Thabah, A. A. (2016). The Effect of recruitment and employee selection on employee placement and its impacts towards employee performance at PT Sriwijaya Air. *Jurnal Manajemen Transportasi & Logistik*, 3(1), 101-110.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Suwarto, F. X., & Subyantoro, A. (2019). The Effect of Recruitment, Selection and Placement on Employee Performance. *International Journal of Computer Networks and Communications Security*, 7(7), 126-134.
- Sumastri Dkk (2021) “Peran Manajemen Operasional dalam Menunjang Keberlangsungan Kegiatan Perusahaan” *Informasi Komputer Akuntansi Dan Manajemen* Vol. Xvii, No. Ii, September 2021
- Susan, E. (2019). Manajemen sumber daya manusia. *Adaara: Jurnal Manajemen Pendidikan Islam*, 9(2), 952-962.
- Vera (2020) “Analisis Efisiensi Dan Efektivitas Serta Kemandirian Pengelolaan Keuangan Daerah Di Kabupaten Minahasa Utara”
- Yullyanti, Ellyta. (2018). “Analisis Proses Rekrutmen dan Seleksi pada Kinerja Pegawai”. *Bisnis & Birokrasi, Jurnal Ilmu Administrasi dan Organisasi*, VOL. 16, NO. 3