

Recruitment and Selection Process Effect on Employee Performance at PT. Bumi Sarana Utama Kalla Aspal Branch Sorong

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A B S T R A C T

This study aims to determine the effect of the recruitment and selection process on employee performance at PT. Bumi Sarana Utama Kalla Aspal Branch Sorong. Recruitment and selection are crucial component in human resource management that significantly influence organizational effectiveness. The research employs a quantitative approach with data collected from 30 respondents using questionnaires. The data analysis method used is multiple linear regression. The findings indicate that both recruitment and selection processes have a significant positive effect on employee performance. The result suggest that improving the recruitment and selection mechanisms can lead to enhanced employee performance. The study is expected to contribute to the understanding and implementation of more effective human resource practices.

1. Introduction

Companies must possess competitive and adaptive human resources to respond effectively to the ever-evolving challenges of the market, thereby enabling innovation and the acquisition of relevant skills(Basuki, 2023). Competitive human resources are valuable assets that can enhance a company's competitiveness, allowing it to grow and survive amidst intense market competition(Ukhludia & Andayani, 2021). Performance is one of the primary indicators used to measure the effectiveness of human resource management(Murniwati, 2022). Good performance reflects the capability of human resources in carrying out their tasks and responsibilities in accordance with established standards(Amelia, *et.all* 2023). In a dynamic business environment, companies must continuously develop strategies to improve the performance of their human capital in order to remain relevant and competitive.

One of the key elements in this strategy is an effective recruitment process. Recruitment serves as a critical initial stage in human resource management, as it determines the quality and suitability of individuals who will join the organization. However, an effective recruitment process is incomplete without a comprehensive and accurate selection process, which ensures that the best candidates are chosen from a pool of applicants. Selection is a follow-up process to recruitment, aiming to evaluate and identify the most qualified candidates who have successfully passed the initial recruitment stage (Sari et al., 2022). PT. Bumi Sarana Utama Kalla Aspal Sorong Branch is one of the companies that implements recruitment and selection as essential components of its human resource management. These processes are intended to acquire employees whose qualifications align with the company's operational needs.

1.1 Background

In the workplace, employee performance is a critical factor that determines an organization's overall success. Based on survey results assessing various aspects of employee performance through respondents' agreement levels, there appears to be an imbalance in perceptions related to performance dimensions such as quality, quantity, timeliness, effectiveness, and independence. A significant portion of respondents gave neutral responses, and some aspects such as effectiveness and quantity received a higher number of "Disagree" and "Strongly Disagree" responses.

This indicates a potential issue with employee performance, which may be influenced by suboptimal recruitment and selection processes. When these HR processes are not conducted properly, organizations are at risk of hiring individuals whose competencies do not match the demands of the position, leading to decreased work effectiveness and productivity. Therefore, this research is essential to analyze the extent to which recruitment and selection impact employee performance and to identify strategies for improving workforce quality within the company.

PT. Bumi Sarana Utama Kalla Aspal Sorong Branch faces several challenges in its recruitment and selection processes that directly impact company performance. In some cases, newly hired employees do not fully meet the required criteria, largely due to selection procedures that lack sufficient transparency and clarity. This mismatch can affect work quality, as employee competencies may not align with job requirements.

Additionally, communication between the human resources department and prospective employees needs improvement to ensure timely recruitment and task alignment. Operational effectiveness could be enhanced by hiring individuals who are able to perform in accordance with the company's expectations. It is also essential that the selection process is perceived as fair and equitable by all parties, as this contributes to greater employee satisfaction and autonomy. Therefore, improvements in recruitment and selection are necessary to optimize human resource quality and enhance overall organizational performance.

1.2 Problem Statement

Based on the background described above, the researcher outlines the research problem in detail. The research questions formulated in this study are as follows:

1. Does the recruitment process affect employee performance at PT. Bumi Sarana Utama Kalla Aspal Sorong Branch?
2. Does the selection process affect employee performance at PT. Bumi Sarana Utama Kalla Aspal Sorong Branch?
3. Do the recruitment and selection processes jointly affect employee performance at PT. Bumi Sarana Utama Kalla Aspal Sorong Branch?

1.3 Objectives and Scope

Objectives

Based on the research questions stated above, the objectives of this study are as follows:

1. To examine whether the recruitment process affects employee performance at PT. Bumi Sarana Utama Kalla Aspal Sorong Branch.
2. To determine whether the selection process affects employee performance at PT. Bumi Sarana Utama Kalla Aspal Sorong Branch.
3. To analyze whether the recruitment and selection processes jointly affect employee performance at PT. Bumi Sarana Utama Kalla Aspal Sorong Branch.

Scope

The scope of this study is focused on analyzing the influence of the recruitment and selection processes on employee performance at PT. Bumi Sarana Utama Kalla Aspal

Sorong Branch. The research is limited to two independent variables recruitment and selection and one dependent variable, namely employee performance. The study population consists of all permanent employees currently working at the company.

2. Literature Review

2.1 Related Work

Several prior studies have explored the relationship between recruitment and selection processes and employee performance. Utama (2022) reported that a systematic recruitment process has a positive impact on employee performance in the education sector. Similarly, Mariska, *et.al* (2023) found that employee performance is influenced by the quality of both recruitment and selection procedures. (Wulandari & Wartana, 2020) emphasized that competency-based selection significantly improves work effectiveness.

However, contrasting results have also emerged. found that selection does not significantly affect performance in service-based companies. Atikawati (2020) concluded that neither recruitment nor selection directly influences productivity in family-owned businesses. These variations suggest that the impact of recruitment and selection may vary depending on the industry context and implementation quality.

2.2 Research Gap

Prior research has shown both supporting and conflicting findings regarding the influence of these variables on employee performance (Sari et al., 2022). Hence, this study addresses a research gap specific to recruitment and selection practices in a regional corporate setting.

Most existing studies have been conducted in the fields of education, retail, or public administration, with limited research addressing the combined influence of recruitment and selection in the construction and logistics sectors. Additionally, few studies compare the partial effects of each variable or measure their simultaneous impact on performance. This study addresses those gaps by providing new empirical evidence within the asphalt logistics sector and by evaluating which factor recruitment or selection has a more dominant influence on employee performance.

3. Methodology

This study employed a quantitative associative approach to examine the influence of two independent variables recruitment and selection on the dependent variable, employee performance. The design is aligned with the research objectives, which aim to determine the relationship and impact of HR practices on employee outcomes.

3.1 Data Collection

Primary data were collected through structured questionnaires distributed to all permanent employees at PT. Bumi Sarana Utama Kalla Aspal Sorong Branch. The sampling technique used was saturated sampling, as the total population was relatively small and all 30 employees were included as respondents. The questionnaire items were developed based on indicators of each variable and measured using a 5-point Likert scale.

3.2 Analysis Techniques

The data in this study were analyzed using SPSS version 27. The analysis was carried out in several stages. First, validity and reliability tests were conducted to assess the quality of the research instrument, ensuring that each item accurately and consistently reflected the intended construct. This was followed by classical assumption tests, including normality, multicollinearity, and heteroscedasticity, to confirm that the data met the prerequisites for linear regression modeling.

Next, multiple linear regression analysis was employed to determine the extent to which each independent variable influences the dependent variable, both partially and simultaneously. To test the proposed hypotheses, t-tests (partial) and F-tests (simultaneous) were applied. Finally, the coefficient of determination (R^2) was used to measure how much of the variance in the dependent variable could be explained by the independent variables.

3.3 Validation

Instrument validity was tested using Pearson correlation with a significance threshold of 0.05; an item was considered valid if the calculated r-value exceeded the r-table value. Reliability was assessed using Cronbach's Alpha, where a value ≥ 0.60 indicated acceptable reliability. Classical assumption tests ensured that the data met the criteria for regression analysis, validating the robustness of the analytical model used in this study.

4. Results and Discussion

4.1 Instrument Testing

4.1.1 Validity Test

The validity test was conducted by comparing the calculated r-value (r count) with the r table value (0.374). If the r count > r table, the item is considered valid. However, if the r count < r table, the item is considered invalid. The results of the validity test can be seen in the following table: (Zakiy, 2021)

Table Validity Test Results of Research Variables

Item Statement	r count	r table	Description
X1.1	0,547	0,374	VALID
X1.2	0,654	0,374	VALID
X1.3	0,848	0,374	VALID
X1.4	0,831	0,374	VALID
X1.5	0,813	0,374	VALID
X1.6	0,860	0,374	VALID
X2.2	0,683	0,374	VALID
X2.3	0,761	0,374	VALID
X2.4	0,882	0,374	VALID
X2.5	0,624	0,374	VALID
X2.6	0,444	0,374	VALID
X2.7	0,756	0,374	VALID
X2.8	0,792	0,374	VALID
X2.9	0,601	0,374	VALID
X2.10	0,605	0,374	VALID
X2.11	0,831	0,374	VALID
X2.12	0,894	0,374	VALID
Y.1	0,749	0,374	VALID
Y.2	0,767	0,374	VALID
Y.3	0,781	0,374	VALID
Y.4	0,881	0,374	VALID
Y.5	0,802	0,374	VALID
Y.6	0,882	0,374	VALID
Y.7	0,800	0,374	VALID
Y.8	0,788	0,374	VALID
Y.9	0,681	0,374	VALID

Y.10	0,725	0,374	VALID
Y.11	0,767	0,374	VALID
Y.12	0,706	0,374	VALID
Y.13	0,792	0,374	VALID
Y.14	0,903	0,374	VALID
Y.15	0,769	0,374	VALID

Source: SPSS 27 Output

Based on the table above, it is known that the total number of statements is 32 items. The calculated r-values (r count) for all items are greater than 0.374. As shown in the table, each item has an r count higher than the r table value, indicating that all questionnaire items are valid.

4.1.2 Reliability Test

Reliability testing is conducted to determine the consistency level of a questionnaire, ensuring that it can be relied upon to measure the research variables. A variable or questionnaire item is considered reliable if the Cronbach's Alpha value is greater than 0.60. (Zakiy, 2021)

Table Reliability Test Results of Research Variables

Variabel	Cronbach's Alpha	Keterangan
Rekrutmen (X1)	0,864	Reliabel
Seleksi (X2)	0,919	Reliabel
Kinerja (Y)	0,971	Reliabel

Based on the table above, it is shown that the variables in this study are considered reliable, as the Cronbach's Alpha value is greater than 0.60. Therefore, it can be concluded that each item in this study is reliable.

4.2. Classical Assumption Test

4.2.1 Normality Test

The normality test is used to assess whether the data are normally distributed, as normally distributed data are a prerequisite for good-quality analysis. In this study, the Kolmogorov-

Smirnov test was employed. If the Asymp. Sig. (2-tailed) value is greater than 0.05, the data are considered normally distributed.

Table Normality Test Results Kolmogorov-Smirnov

		Unstandardized Residual
N		30
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	4,96139345
Most Extreme Differences	Absolute	,137
	Positive	,137
	Negative	-,127
Kolmogorov-Smirnov Z		,753
Asymp. Sig. (2-tailed)		,622

Based on the table above, the Asymp. Sig. (2-tailed) value is 0.622, which is greater than 0.05. Therefore, it can be concluded that the data in this study are normally distributed.

4.2.2 Linearity Test

The linearity test aims to determine whether there is a significant linear relationship between two variables. A good correlation should exhibit a linear relationship between the independent and dependent variables. The decision criterion is that if the Sig. Linearity value is less than 0.05, a linear relationship exists.

Tabel Linearity Test Results

ANOVA TABLE							
			Sum of Squares	df	Mean Square	F	Sig.
Kinerja (Y) * Rekrutmen (X1)	Between Groups	(Combined)	1514,776	9	168,308	7,315	,000
		Linearity	1222,053	1	1222,053	53,111	,000
		Deviation from Linearity	292,723	8	36,590	1,590	,190
	Within Groups		460,190	20	23,010		
	Total		1974,967	29			

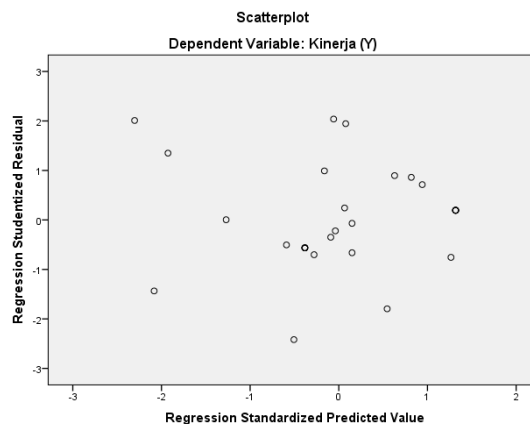
ANOVA TABLE					
	Sum of Squares	df	Mean Square	F	Sig.

Kinerja (Y) * Seleksi (X2)	Between Groups	(Combined)	1927,800	14	137,700	43,792	,000
		Linearity	1076,088	1	1076,088	342,219	,000
		Deviation from Linearity	851,712	13	65,516	20,836	,000
	Within Groups		47,167	15	3,144		
	Total		1974,967	29			

Based on the table above, the Sig. Linearity value for Recruitment (X1) is 0.000, and for Selection (X2) is 0.000, both of which are less than 0.05. Therefore, it can be concluded that there is a linear relationship between the independent variables and the dependent variable.

4.2.3 Heteroscedasticity Test

The heteroscedasticity test is used to examine whether there is a variance difference in the residual values from one observation period to another. To detect the absence of heteroscedasticity, a scatterplot pattern is analyzed. The data points should be randomly spread above and below the value of zero, and they should not form any specific or clear pattern.



Based on the scatterplot pattern shown above, the data points appear to be randomly distributed above and below the zero line and do not form a specific pattern. Therefore, it can be concluded that there is no indication of heteroscedasticity in the data.

4.2.4 Multicollinearity Test

The multicollinearity test is used to determine whether there is a strong correlation between independent variables in a regression model. To detect the absence of

multicollinearity, the Tolerance value should be greater than 0.10 and the Variance Inflation Factor (VIF) should be less than 10.00.

Table Multicollinearity Test Results

Coefficients ^a		
Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Rekrutmen (X1)	,291	3,434
Seleksi (X2)	,291	3,434

a. Dependent Variable: Kinerja (Y)

Based on the multicollinearity test results shown in the table above, the Tolerance value for the Recruitment variable (X1) is $0.291 > 0.10$, and the VIF is $3.434 < 10.00$. Similarly, the Tolerance value for the Selection variable (X2) is $0.291 > 0.10$, and the VIF is $3.434 < 10.00$. These results indicate that no symptoms of multicollinearity are present, meaning there is no strong correlation between the independent variables.

4.3. Multiple Linear Regression Test

Table Results of the Multiple Linear Regression Test

Coefficients ^a			
Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	18,003	7,165	
Rekrutmen (X1)	1,240	,469	,567
Seleksi (X2)	,343	,282	,261

a. Dependent Variable: Kinerja (Y)

Based on the analysis results shown in Table 4.16, the multiple linear regression equation is obtained as follows:

$$Y = 18.003 + 1.240X_1 + 0.343X_2 + e$$

The interpretation of the regression equation is as follows:

1. The constant value of 18.003 indicates that if the recruitment variable (X_1) and selection variable (X_2) are held constant, the employee performance score would be 18.003.

2. The regression coefficient for recruitment (X_1) is 1.240. The positive sign indicates that an increase in the recruitment variable will lead to an increase in employee performance. Conversely, a decrease in recruitment will reduce performance.
3. The regression coefficient for selection (X_2) is 0.343. The positive sign also suggests that an increase in the selection variable will improve performance, while a decrease will negatively affect it.

4.3. Hypothesis Testing

4.3.1 Partial Test (t-Test)

Table Results of Partial (t-Test) Analysis

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	18,003	7,165		2,513	,018
Rekrutmen (X_1)	1,240	,469	,567	2,645	,013
Seleksi (X_2)	,343	,282	,261	1,216	,235

a. Dependent Variable: Kinerja (Y)

Data diolah SPSS 20

Based on the t-test results presented in the table above, the findings are as follows:

1. The recruitment variable has a t-value greater than the t-table value, specifically $2.645 > 2.052$, with a significance value of $0.013 < 0.05$. Therefore, it can be concluded that H_1 is accepted and H_0 is rejected, which means that the recruitment variable (X_1) has a partial influence on performance (Y).
2. The selection variable has a t-value less than the t-table value, namely $1.216 < 2.052$, with a significance value of $0.235 > 0.05$. Thus, it can be concluded that H_0 is accepted and H_1 is rejected, indicating that the selection variable (X_2) does not have a partial influence on performance (Y).

4.3.2 Simultaneous Test (F-Test)

Table Simultaneous Test (F-Test) Results

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1261,119	2	630,560	23,850	.000 ^b
Residual	713,847	27	26,439		
Total	1974,967	29			

a. Dependent Variable: Kinerja (Y)

b. Predictors: (Constant), Seleksi (X2), Rekrutmen (X1)

Data diolah SPSS 20

Based on the table above, the calculated F-value is 23.850, which is greater than the F-table value ($23.850 > 3.35$), with a significance level of 0.000, which is less than 0.05 ($0.000 < 0.05$). Therefore, H_0 is rejected and H_1 is accepted. This indicates that the recruitment and selection variables simultaneously have a significant effect on employee performance.

4.4. Coefficient of Determination Test

The coefficient of determination test is conducted to determine the extent to which the independent variables influence the dependent variable. The closer the R^2 value is to 100%, the greater the influence of all independent variables on the dependent variable, and vice versa. (Sahir, 2022).

Table Coefficient of Determination Test Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.799 ^a	.639	.612	5,142

a. Predictors: (Constant), Seleksi (X2), Rekrutmen (X1)

b. Dependent Variable: Kinerja (Y)

Data diolah SPSS 20

Based on the table above, the R Square value is 0.639. When calculated using the formula ($0.639 \times 100\%$), the result is 63.9%, indicating that the independent variables recruitment (X_1) and selection (X_2) account for 63.9% of the variation in the dependent variable, employee performance (Y). The remaining 36.1% is influenced by other factors outside the scope of this study.

4.5 Key Findings

Based on the data analysis, this study produced the following key findings:

1. The recruitment variable has a significant partial effect on employee performance, with a t-value of $2.645 > t\text{-table of } 2.052$ and a significance value of $0.013 < 0.05$.
2. The selection variable does not have a significant partial effect on employee performance, with a t-value of $1.216 < t\text{-table of } 2.052$ and a significance value of $0.235 > 0.05$.
3. Simultaneously, recruitment and selection have a significant effect on employee performance, as indicated by an F-value of $23.850 > F\text{-table of } 3.35$ and a significance value of $0.000 < 0.05$.
4. The coefficient of determination (R^2) is 0.639, meaning that 63.9% of the variation in employee performance is influenced by recruitment and selection, while the remaining 36.1% is affected by other factors not included in this study.

4.5 Interpretation of Result

The findings of this study indicate that the recruitment process has a clear impact on improving employee performance. This highlights the importance of a high-quality recruitment process in acquiring competent and well-matched personnel for organizational needs. In contrast, the selection process, while relevant, does not show a statistically significant effect in this context. This may be due to the absence of a competency-based assessment system or the use of less structured selection standards.

Simultaneously, recruitment and selection are proven to jointly play an important role in shaping employee performance. These findings reinforce the theory that early stages of human resource management are critical to long-term work effectiveness. This study supports the need to enhance structured recruitment and selection systems to ensure workforce quality and align with the strategic goals of the organization.

5. Discussion

The Influence of Recruitment on Performance

Based on the research findings, recruitment is shown to have a significant effect on employee performance, with a regression coefficient where $t\text{-count} = 2.645 > t\text{-table} = 2.052$ and a significance value of $0.013 < 0.05$. This indicates that the better the recruitment process, the higher the level of employee performance.

This result is consistent with the study by (Avengelist, *et.al* 2022), which found that recruitment significantly affects performance. It highlights the importance of

recruitment in ensuring that the right employees are hired for the positions needed by the organization. An effective recruitment process improves employee performance by ensuring that individuals are well-suited to their roles, more motivated, and capable of contributing optimally to the organization.

Employees who go through a well-structured recruitment process tend to show a better fit with their roles, leading to higher motivation and productivity. Therefore, the more effective the recruitment process, the better the performance outcomes. In conclusion, recruitment plays a crucial role in supporting the overall achievement of organizational goals.

The Influence of Selection on Performance

Based on the research results, it is found that selection does not significantly affect employee performance, as indicated by a t-count of $1.216 < t\text{-table of } 2.052$ and a significance value of $0.235 > 0.05$. This suggests that the current selection process is not yet effective in evaluating and choosing candidates who are truly aligned with the requirements of the job. This finding contradicts the study by (Marquerette, et.al 2024), which stated that selection has a significant influence on employee performance. A poor selection process can result in the hiring of underqualified individuals, potentially lowering organizational effectiveness. Therefore, it is essential for companies to enhance their selection processes by ensuring that candidates not only possess the required skills and knowledge but also align with the company's values and culture.

The result also contradicts the findings of (Ramilah, S., & Musadad, 2023), who found that selection affects employee performance. When the selection process is inadequate or misaligned, there is a risk that the selected candidates may not naturally exhibit optimal performance. The lack of a significant relationship between selection and performance in this study suggests that the selection methods used have not yet succeeded in filtering candidates according to job requirements. As a result, an ineffective selection process may lead to lower employee performance in the workplace. Therefore, it is crucial for organizations to evaluate and improve the quality of their selection procedures to ensure that the most suitable candidates are chosen those who can meet job demands and contribute meaningfully to the organization.

The Influence of Recruitment and Selection on Performance

Based on the research results, it is evident that recruitment and selection significantly influence employee performance, as shown by an F-value of $23.850 > F$ -table value of 3.35. This finding is consistent with the study by (Saputri et.al 2021), which concluded that recruitment and selection affect employee performance. The better the recruitment and selection processes are conducted, the more likely employees will perform at higher levels. Conversely, poor recruitment and selection processes can result in lower levels of performance.

According to Syahputra (2023), recruitment and selection have a strong influence on employee performance. Choosing the right candidate is a crucial point for recruiters, and performance outcomes are often shaped by evaluating candidates' backgrounds and work experience. Well-executed recruitment and selection processes have a positive impact on improving employee performance in the workplace. Recruitment serves to attract potential candidates, while proper selection ensures that the chosen individuals possess the competencies and suitability needed by the organization. Accuracy in both processes allows employees to work more effectively, remain motivated, and achieve targeted goals. Therefore, optimal recruitment and selection are essential for developing high-performing employees and supporting the overall achievement of organizational objectives.

5.1 Comparison with Prior Research

The results of this study show that the recruitment process significantly affects employee performance, which aligns with findings by Avengelistia et.al (2022) and Saputri et.al (2021), who emphasized that effective recruitment enhances job fit and productivity. However, this study contradicts the findings of Marquerette et.al (2024) and Ramilah & Musadad (2023), which found a significant impact of selection on performance. In this research, the selection process did not show a significant partial effect, suggesting that at PT. Bumi Sarana Utama Kalla Aspal, the selection mechanism may not yet be optimally implemented to screen for job-relevant competencies.

Simultaneously, the findings are consistent with (Syahputra, A. I., 2023), who argue that recruitment and selection, when conducted thoroughly, can significantly enhance

employee performance. Therefore, this study reinforces the importance of combining both processes to improve human resource quality.

5.2 *Limitation*

This study has several limitations. First, the number of respondents was limited to permanent employees of PT. Bumi Sarana Utama Kalla Aspal Sorong Branch, so the findings may not be generalizable to other companies with different characteristics. Second, the study focused only on two independent variables (recruitment and selection), excluding other factors such as training, motivation, leadership, or organizational culture, which may also influence performance.

5.3 *Future Research*

Future studies are encouraged to broaden the scope by involving companies from various sectors and regions to enhance representativeness. Additionally, including other variables such as job training, compensation, or work environment could offer a more comprehensive understanding of the determinants of employee performance. The use of mixed-methods approaches is also recommended to enable deeper quantitative and qualitative insights.

6. **Conclusion**

This study aimed to analyze the influence of the recruitment and selection processes on employee performance at PT. Bumi Sarana Utama Kalla Aspal Sorong Branch. Using a quantitative approach and multiple linear regression analysis, the findings revealed that the recruitment variable had a significant partial effect on performance, whereas the selection variable did not. However, recruitment and selection together showed a significant simultaneous influence on employee performance.

The coefficient of determination (R^2) of 63.9% indicates that these two variables substantially explain the variation in employee performance. These results underscore the importance of an effective recruitment process and highlight the need for improvement in the selection mechanism. The contribution of this study lies in providing empirical evidence in the construction logistics sector an area that remains under-researched and

offers a foundation for improving human resource management practices in similar organizations.

7. Recommendation

Based on the findings, the following recommendations are proposed:

For company management:

- 1) it is advised to improve the quality of the recruitment process by implementing standardized, objective, and competency-based procedures.
- 2) The selection process should be reviewed and refined using psychometric tools, competency tests, and behavior-based interviews to enhance the accuracy of candidate assessment.

For future researchers:

it is recommended to include additional variables such as training, motivation, or leadership, and to adopt a mixed-methods approach to gain a more comprehensive understanding of factors influencing employee performance.

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