



The Influence of Recruitment Training Motivation and Leadership Style on Improving Employee Performance

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Abstract

This research aims to assess the impact of recruitment, training, motivation, and leadership style on employee performance. The employed research method is quantitative using a correlational approach. Through the analysis and collection of data derived from interviews, documents, and surveys. The research findings indicate a significant impact of the recruitment variable on employee performance, evidenced by a p-value of 0.000, which is less than 0.005. This indicates that variable X1 (Recruitment) exerts a positive and significant impact on variable Y (Employee Performance), as evidenced by the results of the second test using the Training variable. The findings from the third test indicate that the incentive variable x3 has a partial positive and significant effect on employee performance Y, with a p-value of 0.033, which is less than 0.005. The findings of testing the four variables concerning leadership style and employee performance indicate that $0.035 < 0.005$, signifying a partial positive and significant influence of leadership style on employee performance. The simultaneous testing of variables—recruitment (x1), training (x2), motivation (x3), and leadership style (x4)—exerts a favorable and substantial impact on employee performance, as evidenced by a significance value of 0.000, which is less than 0.005. This research significantly contributes to employee performance, evidenced by a coefficient of determination of 0.915, or 91.5%. This indicates a general conclusion that recruitment, training, motivation, and leadership style influence employee performance at PT Surya Mas Ocean.

Introduction

Recruitment is an interesting process interest and collecting candidate holder appropriate position HR plan for occupy something position certain (Soetjipto, 2008). The company doesn't only just requires only human resources just fill in something position, but HR owns it adequate competence and commitment high (Spector, 2012). Recruitment own objective strategic that focuses on needs For attract quality people tall so company Can obtain profit competitive and able reach objective organization (Mujahid & Nugraha, 2020). More effective recruiting allows organizations to attract applicants with skills that match organizational expectations. Good employee management starts with good management of the recruitment process (Mello, 2015). A recruitment process is aimed at collecting a collection of data about candidates who are considered prospective for further selection (Alonso, 2014). Each organization has its own rules and methods for recruiting workers. Some companies open job vacancies based on references from employees and there are also those who open job vacancies by using the services of advertising agencies to announce the main requirements that companies need for job applicants. Nowadays, the latest developments view employees not as mere resources, but rather as capital or assets for institutions or organizations. Because of that Then appear term new outside of HR (Human Resources), namely HC or Human Capital. Here HR is seen No

simply as asset main, but assets that are valuable and can be folded multiply, develop (compare with investment portfolio) and neither on the contrary as a liability (burden, cost). Here the perspective of HR as an investment for institutions or organizations is more prominent. According to Hakam et al. (2023), the definition of HR can be divided into two, namely micro and macro. The micro definition of HR is individuals who work and are members of a company or institution and are usually referred to as employees, laborers, employees, workers, workers and so on. Meanwhile, the macro definition of human resources is the population of a country who have entered the workforce, both those who are not yet working and those who are already working.

Recruitment can be a strategy for companies to develop their business. Therefore, the employee recruitment process needs to run effectively to obtain quality candidates and ensure the success of this strategy. The recruitment process includes marketing job vacancies, recruiting candidates, and introducing companies to candidates. Meanwhile, the selection process involves several selection stages, starting from administrative selection, interviews, psychological tests, and checking references. Recruitment is a broader terminology, namely efforts to obtain human resources in an organization. Meanwhile, selection refers more to the method or method of decisions chosen or made within the recruitment framework. Recruitment is essentially the process of determining and attracting applicants who are capable of working in a company (Rivai, 2009). The process begins when applicants are sought, and ends when their application is submitted and accepted by the company. An organization, according to Riva'i (2004) - without the support of employees/employees who are appropriate in terms of quantitative, qualitative, strategic and operational aspects, the organization/company will not be able to maintain its existence, develop and advance it in the future.

The various steps taken in the recruitment process are basically one of the main tasks of specialists who work in organizational units that manage human resources. They are usually known as labor seekers. In carrying out recruitment tasks, job seekers base their activities on previously determined human resource planning. It should be emphasized that recruitment activities cannot but be based on human resource planning because in this plan various requirements have been determined that must be met by people who want to work in the organization concerned. Apart from that, the recruitment process also needs to link vacancy identification with information about job analysis. This information contains important things about what tasks will be carried out by new workers who are successfully sought, found, selected and hired. In other words, efforts must be made to ensure that all sources of labor are utilized as well as possible. This is also in line with the recruitment principles according to Rivai (2009) in his book (Human Resource Management for Companies, From Theory to Practice).

(Mathis, 2001) "Recruitment is a process of gathering a number of applicants who have the qualities required by the company, to be employed within the company." Recruitment is a series of activities to find and attract job applicants with the motivation, abilities, skills and knowledge needed to cover deficiencies identified in staffing planning. To get high-achieving employees, it starts with recruiting workers who suit the company's needs. Individual and group work performance is one of the important things, and is given great attention because every company definitely has the same goal, namely to produce employees who excel so that it has an impact on employee productivity. This achievement illustrates an increase in human resource development to a higher level as well as being an added value for each company which will later have a positive influence on the company's development. Employee training is expected to provide an adequate contribution to the company as well as being an effort to develop Human Resources within the company.

The benefits of employee development are very important because of the demands of work or position, as a result of technological advances and increasingly tight competition between similar companies. The quality of employees greatly influences the success of a program or the completion of a job. Employee work motivation can come from within a person, which is often known as internal motivation and external motivation which arises due to external influences to encourage someone to do something in accordance with the expected goals. Work motivation is very important for companies because motivation plays a role in driving employees to carry out their duties well and achieve maximum results for the company. In general, work motivation theory is divided into three main approaches, including: a). Satisfaction theories such as Maslow's hierarchy of needs theory, Herzberg's theory of motivators and health factors and Alderfer's theory, namely ERG needs. b). According to Hasibuan (in Bahri & Sakka, 2021) work motivation is the provision of motivation that creates enthusiasm for someone's work so that they want to work together, work effectively and integrate with all efforts to achieve satisfaction.

Work motivation is an important thing in increasing work effectiveness, employees who have high work motivation will try as hard as possible so that their work can be as successful as possible. When providing motivation, it must be directed well according to priorities and can be well received by employees, because motivation cannot be given to every employee in different forms. An important element in the sustainability of an organization is people. Matter This because in activity organization always involved man as the subject so that diversity individual in something organization need aligned through objective Which The same. In frame align objective an organization that is driven by the individuals within it requires a Skills a leader, because leader have ability influence and move people in it so you can do it cooperation in order to achieve these goals. So it can be said that the leader is the driving force of various elements in the organization Which led. Leadership is a form of domination that is based on personal abilities that are able to encourage or invite other people to do something based on acceptance by the group, and have special skills that are appropriate for special situations. Leadership applied at PT. Surya Mas Samudra is unable to influence its employees to carry out their duties properly, and leaders find it difficult to accept suggestions and criticism from their subordinates so that employee performance becomes less effective. Meanwhile, from the employee side, complaints were revealed stating that the leadership in their assignments used a command/command system, were rigid and often imprudent and did not want suggestions, suggestions and criticism from subordinates, so that performance productivity was less effective.

Methods

The type of research used is quantitative research with a correlational approach. The type of data in this research is primary data. Primary data is data obtained directly from the original source (research object). Primary data sources were obtained from answers to questionnaires distributed and interviews with respondents. The quantitative approach aims to test theories, establish facts, show relationships between variables, provide statistical descriptions, estimate and predict results. Research designs that use a quantitative approach must be structured, standard, formal and designed as thoroughly as possible in advance. Geographically, Konawe Regency is located in the southern part of the equator, stretching from North to South between 2°.45' and 4°15' South latitude, stretching from West to East between 121°15' and 123°30' East longitude. Geostrategic Position, Konawe Regency is located in a very strategic position because: (1). Konawe Regency is an empire for the development of Tolaki culture; (2). Konawe Regency is right in the middle of the mainland region of Southeast Sulawesi Province. This position places the Konawe Regency area as a link between land areas in Southeast Sulawesi.

The nature of the research is explanatory, so a research instrument was developed in the form of a questionnaire which contained indicators (items in the form of questions). Indicators in the context of factor analysis are referred to as manifest, observable variables.

Result and Discussion

Validity test

The validity test in this study uses content validity which describes the suitability of a data meter with what is being measured. This test uses the IBM SPSS Statistics version 25 program. The validity test assessment criteria are carried out by comparing the calculated r value (Pearson correlations) with the r value of the product moment table, namely as follows: If $r_{\text{count}} > r_{\text{table}}$ or Sig value. < 0.05 (alpha), it can be concluded that the statements in the questionnaire are valid. If $r_{\text{count}} < r_{\text{table}}$ or Sig value. > 0.05 (alpha), it can be concluded that the statement in the questionnaire is invalid. Thus, this statement must be eliminated and not used.

Recruitment Variable Validity Test Results

Based on the results of the validity test using SPSS, it presents 9 statements from the variables recruitment (X_1) which is the first variable in this study, show indigo r_{count} all items statement the result is below 0.05. As seen in table 4.1 below:

Table 1. Recruitment Variable Validity Test Results.

Correlations									
Item1	Item2	Item3	Item4	Item5	Item6	Item7	Item8	Item9	Total
0.01	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.04	
40	40	40	40	40	40	40	40	40	40

Source: SPSS 202 4 (processed)

Based on the table above it can be said that everything items statement on variable recruitment fulfil condition Which will used to retrieve research data because it has statement items Which everything valid.

Training Variable Validity Test Results

Based on the results of the validity test using SPSS, it presents 12 statements from the variables recruitment (X_2) which is the 2nd independent variable in this study, show indigo r_{count} all items statement the result is below 0.05. As seen in table 4.2 below:

Table 2. Training Variable Validity Test Results

ITEM2	ITEM3	ITEM4	ITEM5	ITEM6	ITEM7	ITEM8	ITEM9	ITEM10	ITEM11	ITEM12	Total
0.00	0.00	0.00	0.00	0.00	0.03	0.00	0.04	0.04	0.00	0.00	
40	40	40	40	40	40	40	40	40	40	40	40

Source: SPSS 202 4 (processed)

Based on the table above, it shows the values all items statement is below 0.05 so that variable training fulfil condition Which will used to retrieve research data because it has statement items Which everything valid.

Motivational Variable Validity Test Results

Based on the results of the validity test using SPSS, 15 statements from the variables are presented motivation (X_3) which is the 3rd independent variable in this research, show indigo r_{count} all items statement the result is below 0.05. As seen in table 4.3 below:

Table3. Motivational Variable Validity test results

ITE M1	ITE M2	ITE M3	ITE M4	ITE M5	ITE M6	ITE M7	ITE M8	ITE M9	ITE M10	ITE M11	ITE M12	Item13	Item14	Item15	Total
0.00	0.00	0.00	0.00	0.03	0.00	0.00	0.01	0.00	0.00	0.00	0.00	0.01	0.00	0.01	
40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40

Source: SPSS 2024 (processed)

Based on the table above all items statement on variable motivation fulfil condition Which will used to retrieve research data because it has statement items Which everything valid.

Leadership Style Variable Validity Test Results

Based on the results of the validity test using SPSS (*See leadership style validity test attachment*), presents 12 statements of variables leadership style (X_4) which is the 4th independent variable in this research, show indigo r_{count} all items statement the result is below 0.05. As seen in the following table:

Table 4. Results of the validity test of the leadership style variable

ITE M1	ITE M2	ITE M3	ITE M4	ITE M5	ITE M6	ITE M7	ITE M8	ITE M9	ITEM 10	ITEM 11	ITEM 12	Total
0.00	0.00	0.00	0.00	0.04	0.00	0.00	0.01	0.00	0.04	0.00	0.00	
40	40	40	40	40	40	40	40	40	40	40	40	40

Source: SPSS 202 4 (processed data)

Based on the table above all items statement on variable leadership style fulfil condition Which will used to retrieve research data because it has statement items Which everything valid.

Performance Variable Validity Test Results

Based on the results of the validity test using SPSS (*See performance validity test attachment*), presents 18 statements of variables Performance (Y) which is the dependent variable in this research, show indigo r_{count} all items statement the result is below 0.05. As seen in the following table:

Table 5. Performance variable validity test results

Item1	Item2	Item3	Item4	Item5	Item6	Item7	Item8	Item9	Item10
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
40	40	40	40	40	40	40	40	40	40

Item11	Item12	Item13	Item14	Item15	Item16	Item17	Item18	Total
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.02	
40	40	40	40	40	40	40	40	40

Source: SPSS 2024 (processed)

Based on table on all items statement on variable performance fulfil condition Which will used For take research data Because have statement items Which everything valid.

Reliability Test

Test reliability used For know is the instruments/indicators used can be trusted or reliable as variable measuring instrument. *Cronbach's alpha* testing was used to test level reliability (*reliability*) from each questionnaire variable. If *the Cronbach's alpha value* is closer to 1 or greater than 0.7 indicates that the higher the internal consistency its reliability. As seen in the following table.

Table 6. Recap of reliability test results

Variable	Cronbach's Alpha	Information
Recruitment	0.762	Reliable
Training	0.738	Reliable
Motivation	0.741	Reliable
Leadership Style	0.737	Reliable
Performance	0.771	Reliable

Source: SPSS 2023 (processed)

Based on the Results table test above reliability obtain mark coefficient reliability Which more big from 0.7. In accordance with statement, stated reliable (reliable) if *the Cronbach's alpha value* is greater than 0.7 or close to 1. So, can stated that results from test reliability from recruitment, training, motivation, leadership style, and performance, all variables have *Cronbach's alpha values* close to 1 or greater than 0.7. Thus, it can be concluded that, recruitment, training, motivation, leadership style, and performance have a good level of reliability (reliable) so that can used in subsequent analysis.

Analysis Descriptive

After the data is collected, the researcher will do analysis to the data obtained with approach quantitative that is with use formulas statistics and data processing with using computer software in the form of SPSS (Statistical Product Service Solution). In processing the data using descriptive statistical methods.

According to Chairunika (2021) The steps in descriptive data analysis techniques are as follows: Compiling data, this activity is carried out to check the completeness of the respondent's identity and data entry in accordance with the research objectives. Data tabulation and data processing, with the following steps: 1) Giving a score to each statement 2) Adding up the scores for each item 3) Calculating the average and item for each variable 4) Calculating the Respondent's Achievement Level (TCR) for each item 5) Compile a score ranking for each item and research variable. The TCR calculation in this research is done in the following way: 6) Score each item by:

1 x \sum respondents who answered strongly disagree

2 x \sum respondents who answered disagree

3 x \sum respondents who answered Enough agree

4 x \sum respondents who answered agree

5 x \sum respondents who answered strongly disagree

The item score is calculated using the TCR formula as follows:

$$TCR = \frac{\text{Score of Each Item}}{\text{Ideal Item Score Calculated}} \times 100\%$$

Score of research respondents' answers:

Strongly agree = 5

Agree = 4

Quite Agree = 3

Disagree = 2

Strongly Disagree = 1

Determine the score interpretation criteria as follows:

Score 0 – 20% = Strongly Disagree

Score 21 – 40% = Disagree

Score 41 – 60% = Somewhat Agree

Score 61 – 80% = Agree

Score 81 – 100% = Strongly Agree

Descriptiv variable recruitment (X1)

The following are the results of descriptive analysis obtained from respondent data regarding recruitment variables at PT. SURYA MAS SAMUDRA which consists of 9 statements as follows:

Table 7. Descriptive Variable Recruitment

Statement	STS	Q	CS	S	SS	Amount	Score	Ideal	TCR
1	0	0	0	15	25	40	185	200	92.5
2	0	0	1	18	21	40	180	200	90
3	0	0	1	16	23	40	182	200	91
4	0	0	3	10	27	40	184	200	92
5	0	0	0	16	24	40	184	200	92
6	0	0	0	13	27	40	187	200	93.5
7	0	0	3	15	22	40	179	200	89.5
8	0	0	3	20	17	40	174	200	87
9	0	0	2	28	10	40	168	200	84
Average									90

Source: SPSS 2024 (processed data)

Based on the data from the table above, it can be seen that the average value obtained for the recruitment variable is 90 and is included in the strongly agree category. This shows that employee recruitment carried out by PT. SURYA MAS SAMUDRA is very precise. The lowest score was obtained for the statement item, namely: In carrying out its responsibilities towards employees, the company follows state regulations and legislation.

Description Variable Training (X2)

The following are the results of descriptive analysis obtained from respondent data regarding training variables at PT. SURYA MAS SAMUDRA which consists of 12 statements as follows:

Table 8. Descriptive Variable Training

Statement	STS	Q	CS	S	SS	Amount	Score	Ideal	TCR
1	0	0	1	22	17	40	176	200	88
2	0	0	1	23	16	40	175	200	87.5
3	0	3	12	16	9	40	151	200	75.5
4	0	0	1	21	18	40	177	200	88.5
5	0	0	1	19	20	40	179	200	89.5
6	0	0	4	19	17	40	173	200	86.5
7	0	0	0	13	27	40	187	200	93.5
8	0	0	1	20	19	40	178	200	89
9	0	0	5	11	24	40	179	200	89.5
10	0	0	0	19	21	40	181	200	90.5
11	0	1	0	21	18	40	176	200	88
12	0	0	0	16	24	40	184	200	92
Average									88

Source: SPSS 2024 (Data processed)

Based on the data from the table above, it can be seen that the average value obtained for the training variable is 88 and is included in the strongly agree category. This shows that providing employee training is highly approved by PT employees. SURYA MAS SAMUDRA. The lowest score was obtained for the statement item Employees have confidence in achieving organizational goals.

Description Variable Motivation (X3)

The following are the results of descriptive analysis obtained from respondent data regarding motivation variables at PT. SURYA MAS SAMUDRA which consists of 15 statements as follows:

Table 9. Descriptive Variable Motivation

Statement	STS	Q	CS	S	SS	Amount	Score	Ideal	TCR
1	0	0	1	17	22	40	181	200	90.5
2	0	0	4	20	16	40	172	200	86
3	0	0	2	18	20	40	178	200	89
4	0	1	1	18	20	40	177	200	88.5
5	0	0	2	20	18	40	176	200	88
6	0	0	1	16	23	40	182	200	91
7	0	0	2	19	19	40	177	200	88.5
8	0	0	0	17	23	40	183	200	91.5
9	0	0	1	25	14	40	173	200	86.5
10	0	0	2	18	20	40	178	200	89
11	0	0	0	15	25	40	185	200	92.5
12	0	0	2	14	24	40	182	200	91
13	0	0	2	13	25	40	183	200	91.5
14	0	0	0	13	27	40	187	200	93.5
15	0	0	4	14	26	44	198	220	90

Average									90
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Source: SPSS 2024 (processed data)

Based on the data from the table above, it can be seen that the average value obtained for the motivation variable is 90 and is included in the strongly agree category. This shows that employees have high motivation towards the company. The lowest score was obtained for the item stating that employees enjoy working with a team in achieving company targets.

Description of Leadership Style Variables (X4)

The following are the results of descriptive analysis obtained from respondent data regarding leadership style variables at PT. SURYA MAS SAMUDRA which consists of 12 statements as follows:

Table 10. Descriptive Leadership Style Variables

Statement	STS	Q	CS	S	SS	Amount	Score	Ideal	TCR
1	0	0	2	20	18	40	176	200	88
2	0	0	1	18	21	40	180	200	90
3	0	0	5	13	22	40	177	200	88.5
4	0	0	2	13	25	40	183	200	91.5
5	0	0	1	17	22	40	181	200	90.5
6	0	0	0	13	27	40	187	200	93.5
7	0	0	0	17	23	40	183	200	91.5
8	0	0	0	17	23	40	183	200	91.5
9	0	0	0	13	27	40	187	200	93.5
10	0	0	1	6	33	40	192	200	96
11	0	0	0	12	28	40	188	200	94
12	0	0	1	18	21	40	180	200	90
Average									92

Source: SPSS 2024 (Data processed)

Based on the data from the table above, it can be seen that the average value obtained for the leadership style variable is 92 and is included in the strongly agree category. This shows that employees are happy with the leadership style applied at PT. SURYA MAS SAMUDRA.

Description of Employee Performance Variables (Y)

The following are the results of descriptive analysis obtained from respondent data regarding employee performance variables at PT. SURYA MAS SAMUDRA which consists of 18 statements as follows:

Table 11. Descriptive Employee Performance Variables

Statement	STS	Q	CS	S	SS	Amount	Score	Ideal	TCR
1	0	0	2	19	19	40	177	200	88.5
2	0	0	1	15	24	40	183	200	91.5
3	1	12	4	14	9	40	138	200	69
4	0	0	4	23	13	40	169	200	84.5
5	0	0	2	21	17	40	175	200	87.5
6	0	0	1	20	19	40	178	200	89

7	0	0	2	18	20	40	178	200	89
8	0	0	1	20	19	40	178	200	89
9	0	0	0	22	18	40	178	200	89
10	0	0	0	25	15	40	175	200	87.5
11	0	0	2	23	15	40	173	200	86.5
12	0	0	0	20	20	40	180	200	90
13	0	0	0	22	18	40	178	200	89
14	0	0	1	23	16	40	175	200	87.5
15	0	0	0	23	17	40	177	200	88.5
16	0	0	0	21	19	40	179	200	89.5
17	0	1	2	21	16	40	172	200	86
18	0	0	0	22	18	40	178	200	89
Average									87

Source: SPSS 2024 (processed data)

Based on the data from the table above, it can be seen that the average value obtained for the employee performance variable is 87 and is included in the strongly agree category. This shows that employees at work have implemented performance achievement indicators, namely, quality, quantity, timeliness, effectiveness, independence and work commitment. Meanwhile, the lowest value is the statement item that is able to achieve predetermined work targets.

Classic assumption test

The classical assumption test is a statistical requirement that must be met in multiple regression analysis based on Ordinary Least Squares (OLS). This is done to find out and assess whether in an Ordinary Least Square (OLS) regression model there are problems with classical assumptions. The classical assumption testing carried out in this research is:

Normality (Kolmogorov Smirnov)

The criteria for normality testing are seen from the Asymp value. Sig. (2-tailed) on the Kolmogorov Smirnov table. If the P value is > 0.05 , then the data is normally distributed. The normality test results can be seen in the following table:

Table 12. Normality Test (Kolmogorov Smirnov)

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		40
Normal Parameters ^a	Mean	.0000000
	Std. Deviation	2.69669432
Most Extreme Differences	Absolute	,174
	Positive	,099
	Negative	-.174
Kolmogorov-Smirnov Z		1,102
Asymp . Sig. (2-tailed)		,176
a. Test distribution is Normal.		

Source: SPSS output

Based on table 12 is known that mark Asymp . Sig. (2- tailed) ie of 0.176 value This more big from 0.05 ($0.176 > 0.05$). Thus, it can be concluded that the data in this study are normally distributed.

Multicollinearity

The criteria for multicollinearity test provisions are seen from the Variance Inflation Factor (VIF) value and/or Tolerance value. The VIF value must be smaller than 10, while the Tolerance value is greater than 0.10 ($VIF < 10$ and/or $Tolerance > 0.10$), if so then there are no symptoms of multicollinearity in the regression model. The results of the multicollinearity test can be seen in table 4.2 below:

Table 13. Multicollinearity Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-53,289	7,349		-7,251	,000		
	Recruitment	1,491	,237	,531	6,299	,000	,341	2,929
	Training	,300	,201	,129	1,491	,145	,324	3,085
	Motivation	,399	,180	,201	2,216	,033	,296	3,380
	Leadership Style	,520	,237	,199	2,191	,035	,295	3,394

Source: SPSS output

Based on table 4.2. above, the results of the multicollinearity test are as follows:

The VIF value of the recruitment variable (x1) is $2.929 < 10$, and the Tolerance value is $0.341 > 0.10$. Thus, it can be concluded that there are no symptoms of multicollinearity in this variable. The VIF value of the training variable (x2) is $3.085 < 10$, and the Tolerance value is $0.324 > 0.10$. Thus, it can be concluded that there are no symptoms of multicollinearity in this variable. The VIF value of the motivation variable (x3) is $3.380 < 10$, and the Tolerance value is $0.296 > 0.10$. Thus, it can be concluded that there are no symptoms of multicollinearity in this variable. The VIF value of the leadership style variable (x4) is $3.394 < 10$, and the Tolerance value is $0.295 > 0.10$. Thus, it can be concluded that there are no symptoms of multicollinearity in this variable.

Heteroscedasticity (Glejser)

Heteroscedasticity testing with the Glejser test is carried out with the test criteria, namely: if the probability value is > 0.05 , then there are no symptoms of multicollinearity. The results of the heteroscedasticity test can be seen in the following table:

Table 14. Heteroscedasticity Test (Glejser)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,781	4,934		1,374	,178
	Recruitment	,203	,159	,353	1,280	,209

	Training	-.156	.135	-.326	-1,154	,256
	Motivation	-.076	.121	-.186	-.628	,534
	Leadership Style	,004	,159	,007	,025	,980
a. Dependent Variable: ABS_RES						

Source: SPSS output

Based on table 4.3 above, the results of the heteroscedasticity test are as follows:

The significance value of the recruitment variable (x1) is $0.209 > 0.05$. Based on these results, it can be concluded that there are no symptoms of heteroscedasticity in this variable. The significance value of the Training variable (x2) is $0.256 > 0.05$. Based on these results, it can be concluded that there are no symptoms of heteroscedasticity in this variable. The significance value of the motivation variable (x3) is $0.534 > 0.05$. Based on these results, it can be concluded that there are no symptoms of heteroscedasticity in this variable. The significance value of the leadership style variable (x4) is $0.980 > 0.05$. Based on these results, it can be concluded that there are no symptoms of heteroscedasticity in this variable.

Hypothesis test

Significance Test Partial (t test)

The criteria for the partial significance test are by looking at the significance value of the variable, with the following decision rules: If the calculated t value $> t$ table and the Sig value. < 0.05 (alpha) then H_a is accepted, meaning that the independent variable partially influences the dependent variable. If the calculated t value $> t$ table and the Sig value. > 0.05 (alpha) then H_0 is accepted, meaning that the dependent variable partially has no effect on the dependent variable. The results of the partial test (t test) in this study are depicted in the following table:

Table 15. Significance Test Results Partial (t test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-53,289	7,349		-7,251	,000
	Recruitment	1,491	,237	,531	6,299	,000
	Training	,300	,201	,129	1,491	,145
	Motivation	,399	,180	,201	2,216	,033
	Leadership Style	,520	,237	,199	2,191	,035

Source: SPSS output

Determining T Table

$df = (n - k) = 40 - 5 = 35$ So it is known t table value i.e. 1.68957 \rightarrow 1.689 - df = degrees freedom. - level significance = 5% / 0.05 - n = amount respondents research = 40 respondents. - k = amount variable research = 5 variables Based on table 15 The results of the t-test in this study can be seen as follows: The calculated t value of the recruitment variable (x1) is $6,299 > 1.689$ and the significance of the recruitment variable is $0.000 < 0.05$, thus H_a is accepted. Based on these results, it can be concluded that recruitment has an effect on performance. The calculated t value of the Training variable (x2) is $1.491 < 1.689$ and the significance of the

training variable is $0.145 > 0.05$, thus H_a is rejected. Based on these results it can be concluded that training has no effect on performance. The calculated t value of the Motivation variable (x3) is $2.216 > 1.689$ and the significance of the motivation variable is $0.033 < 0.05$, thus H_a is accepted. Based on these results, it can be concluded that motivation influences performance. The calculated t value of the Leadership Style variable (x4) is $2,191 > 1,689$ and the significance of the leadership style variable is $0.035 < 0.05$, thus H_a is accepted. Based on these results, it can be concluded that leadership style influences performance.

Simultaneous Significance Test (F Test)

The criteria for the simultaneous test are by looking at the significance value in the Anova table, with the following decision rules : If the calculated F value $>$ F table and the Sig value. < 0.05 (alpha) then H_a is accepted, meaning that the independent variable simultaneously influences the dependent variable. If the calculated F value $<$ F table and the Sig value. > 0.05 (alpha) then H_a is rejected, meaning that the independent variable simultaneously has no effect on the dependent variable. The results of the simultaneous test (F test) in this study are depicted in the following table:

Table 16. Simultaneous Test Results

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3054.361	4	763,590	94.23 2	,000 ^a
	Residual	283,614	35	8.103		
	Total	3337.975	39			

Source: SPSS Outpus

Is known mark Ftable = 2.64

$df = (n1) = k - 1 = 4 - 1 = 3$ - $df = (n2) = n - k = 40 - 5 = 35$

Significance level = 5% / 0.05

df = degrees freedom

n = number respondents research = 40 respondents

k = amount variable research = 5 variables

Based on table 16, it is known that the calculated F value is $94.232 > 2.64$ and the Sig value. namely $0.000 < 0.05$ (alpha). Thus, it can be concluded that the variables of recruitment, training, motivation and leadership style have a simultaneous influence on performance.

Coefficient Determination (R Square)

The coefficient of determination aims to determine how much the model's ability is to explain variations in the dependent variable. The coefficient of determination value is between 0 (zero) to 1 (one). This research uses the Adjusted R Square model, because this model can increase or decrease if there are additional independent variables (X) into the research model. The coefficient of determination values in this research are as follows:

Table 17. Coefficient Determination (R Square)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,957 ^a	,915	,905	2,847
a. Predictors: (Constant), Leadership Style, Training, Recruitment, Motivation				

Source: SPSS output

Based on table 17. is known R Square value ie of 0.915 or 91.5% meaning that variable independent on research these (recruitment, training, motivation, style leadership), capable explain variable dependent (performance) ie amounting to 91.5% temporarily the remaining 8.5% is influenced by other outside variables study This.

Regression Test Multiple

Based on the results of regression testing using the IBM SPSS version 21 application, the following regression coefficients were found:

Table 18. Regression Test Results (Coefficient Regression)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-53,289	7,349		-7,251	,000
	Recruitment	1,491	,237	,531	6,299	,000
	Training	,300	,201	,129	1,491	,145
	Motivation	,399	,180	,201	2,216	,033
	Leadership Style	,520	,237	,199	2,191	,035
a. Dependent Variable: Performance						

Source: SPSS output

From table 4.12. It is known that the regression coefficients in this study are as follows:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + e$$

$$Y = -53.289 + 1.491X_1 + 0.300X_2 + 0.399X_3 + 0.520X_4 + 0.05$$

The constant value (a) has a negative sign, namely -53,289, meaning that if recruitment, training, motivation and leadership style are equal to zero (0), employee performance will decrease. Recruitment Coefficient = 1.491 This shows that the recruitment variable has a positive effect on performance at PT. Surya Mas Samudra. Every time there is an increase in the recruitment variable by 1 (one) unit, the performance at PT. Surya Mas Samudra will increase by 1,491, assuming other variables remain constant.

Training Coefficient = 0.300 This shows that the training variable has a positive effect on performance at PT. Surya Mas Samudra. Every time there is an increase in the training variable by 1 (one) unit, the performance at PT. Surya Mas Samudra will increase by 0.300, assuming other variables remain constant. Coefficient = 0.399 This shows that the motivation variable has a positive effect on performance at PT. Surya Mas Samudra. Every time there is an increase in the motivation variable by 1 (one) unit, the performance at PT. Surya Mas Samudra will increase by 0.399, assuming other variables remain constant. Leadership Style Coefficient = 0.520 This shows that the leadership style variable has a positive effect on performance at PT. Surya Mas Samudra. Every time there is an increase in the leadership style variable by 1 (one)

unit, the performance at PT. Surya Mas Samudra will increase by 0.520, assuming other variables remain constant.

The Effect of Recruitment on Increasing PT Employee Performance. Surya Mas Samudra

The test results show that recruitment has a significant effect on employee performance. The calculated t value of the recruitment variable (x_1) is $6,299 > 1.689$ and the significance of the recruitment variable is $0.000 < 0.05$ (alpha). The recruitment variable has a regression coefficient value of 1,491 (positive value), which means it is getting better and in accordance with the recruitment process carried out by PT. Surya Mas Samudra, the better the impact on the performance of PT employees. Surya Mas Samudra. Thus, H_a is accepted. In this research the author uses recruitment indicators from Sekaryati & Darmawan theory (2023), namely the basis of recruitment, recruitment sources and recruitment methods. The basis for good recruitment is that it is carried out based on the job specifications that have been determined to occupy the position, then the recruitment sources are divided into 2 (two) internal and external recruitment sources. Internal recruitment sources are recruiting employees who meet the quality standards of vacant positions which are usually taken from within the company, while external sources are employees who fill vacant positions recruited from labor sources outside the company. Then the next indicator is the recruitment method, namely the closed and open methods. The closed method, namely recruitment, is only informed to employees or certain people, who are usually only informed to relatives and closest relatives, while the open method, namely recruitment, is informed widely by placing advertisements and disseminating it to the public.

The recruitment process with qualifications will obtain an employee with professional performance. In this research, employee performance indicators use theory from Suhartini (2015), namely quality, quantity, timeliness, effectiveness and independence. The results of research conducted by Rosalina (2021) state that when a company wants better performance, the company must create the right recruitment according to its wishes in order to get better performance from its employees. At PT. Surya Mas Samudra, in determining the basis for recruitment, is always guided by the job specifications that have been determined to occupy the position, so that the person occupying the position is someone who has the ability and expertise in that field. Regarding recruitment sources at PT. Surya Mas Samudra companies usually recruit employees from within the company to be placed/transferred to other departments if they are deemed capable in that field, but if within the company there are no employees who are capable of being placed in that field then the company usually recruits employees from outside the company with the appropriate requirements needed. Then, regarding recruitment methods at PT. Surya Mas Samudra recruitment methods are carried out either privately or openly. Before open recruitment is carried out, companies usually first ask employees if there are relatives, relatives or friends who have competencies in line with the company's needs, after that the company holds open recruitment via the internet or by posting job vacancy information on the company information board.

So the initial observation results say that at PT. Surya Mas Samudra, in the employee recruitment process which was not carried out through general specifications, there were employees who were accepted only to fill empty places, there were employees who were sometimes late in boarding *the Mother Vessel*, giving rise to complaints from the goods owners, this has not been proven to happen at PT. Surya Mas Samudra. The results of this research are in line with research conducted by Bambulu et al. (2018) entitled " The Influence of Recruitment and Selection, Career Development and Work Environment on Employee

Performance of Pt. Bank Sulutgo Pusat" with research results namely, recruitment variables influence employee performance. Then research conducted by Kayanti & Andri (2016) entitled The Effect of Recruitment on employee performance at PT. Bank Riau Kepri Teluk Kuantan Branch with research results, namely that to get employees who can support services, it is necessary to carry out a good recruitment process.

The Effect of Training on Increasing PT Employee Performance. Surya Mas Samudra

The test results obtained a t value for the training variable (X_2) showing a t value = 1,491 < t table = 1,689 with a significance value of = 0.145 > 0.05, which means that the effect of training on employee performance is not significant. Training is the process of systematically changing employee behavior to achieve organizational goals. Training is related to the employee's skills and abilities to carry out the current job. Training has a current orientation and helps employees to achieve certain skills and abilities to be successful in carrying out their work, Rivai (2016). Companies make training a vehicle for building qualified human resources where there are challenges and intense competition between companies, therefore training activities cannot be ignored, especially in entering the era of increasingly tight and sharp competition in the present era, so that companies realize that training is a fundamental part for employees, even though this activity is expensive and takes a lot of time, it will reduce labor turnover and enable employees to be more productive.

At PT. Surya Mas Samudra Training that has been attended by employees so far is loading master competency training for 2 people, Foreman on board ship training for 4 people, mooring master training for 10 people, cargo checker training for 4 people and IMDG Code training for 1 person. The training does not affect performance. employee. Employee performance indicators use theory from Denny & Prana (2020), namely quality, quantity, timeliness, effectiveness and independence. Indicators of the training, namely Instructors, Participants, Materials, Methods, are then presented with several statements filled in by respondents/PT employees. Surya Mas Samudra found that the results of the training had no effect on employee performance because the training participants were only specific to a few people selected by the company, then the evaluation of the training carried out was never conveyed in writing or not in writing to other employees, so the information obtained by the participants training does not reach other employees. This is in line with the theory of Donald L. Kirck Patrick in Kosdianti et al. (2021), according to which evaluation aims to determine how much achievement or improvement the organization has as a result of training.

The research results are in line with the results of research conducted by Wicaksono (2019) The Influence of Competency, Training and Work Discipline on Employee Performance at PT. Kharisma Gunamakmur with research results namely that training has not been a variable that influences employee performance. Basically, employees really need special potential that supports the job description, so competency is considered more important than training. Then, research was conducted by Faizal & Choirunnisak (2021) with the title The Effect of Training and Motivation on Employee Performance at Kopiloka 3.0 Palembang in 2021. The results of the research show that either partial or simultaneous training has no significant effect on employee performance.

The Influence of Motivation on Increasing PT Employee Performance. Surya Mas Samudra

The research results show that motivation has a significant effect on employee performance. The calculated t value of the Motivation variable (x_3) is 2,216 > 1,689 and the significance of the motivation variable is 0.033 < 0.05 (alpha). The motivation variable has a regression

coefficient value of 0.399 (positive value), which means the greater the motivation of PT employees. Surya Mas Samudra, the greater the impact on PT's performance. Surya Mas Samudra.

Motivation is how to encourage employee enthusiasm to do a job and provide their abilities and skills in meeting company goals (Sutrisno et al., 2023). Work motivation can be said to be a driving force or encouragement can trigger a feeling of enthusiasm and can also change behavior individual to move towards something better. Work motivation includes effort For push or give Spirit to employee in Work. This is no exception to what the loading and unloading company has done to provide motivation at work, all of this is expected to trigger improved performance them in facing competition Which strict.

According to Prabu Mangkunegara (2011) put forward that motivation is As a condition that has the effect of generating, directing, and look after behavior Which relate with environment Work. Therefore, motivation is often interpreted as a driving factor in someone's behavior. Every activity carried out by someone to carry out a certain activity. This motivation variable is one of the factors which then influences employee performance at PT. SURYA MAS SAMUDRA because the motivation felt by the respondents or employees is more representative of an increase in employee performance. Based on the test results on employee or respondent answers, it was found that the motivation provided by the company had a significant impact on employee performance. The motivation provided by the company is in accordance with the motivation indicators from Erida theory (2021), including Physiological Needs , Safety Needs , Social Needs , Esteem Needs *and* Self-Actualization Needs. (*Self actualization need*). This indicates that the author's initial assumption was proven to be incorrect, assuming that the achievements of PT employees. Surya Mas Samudra does not receive appreciation in the form of rewards or bonuses and employees who complete their work more quickly receive the same treatment as other employees who work more slowly.

The results of this research are not in line with the results of research conducted by Julianry et al. (2017) research title "The Effect of Training and Motivation on employee performance and organizational performance of the Ministry of Communication and Informatics" with the research results namely that the motivation variable is not has a significant positive effect on employee performance. However, this research is in line with the results of research conducted by Budi et al. (2022) with the research title, namely The Influence of Leadership Style and Work Motivation on Employee Performance at the Ubud District Head Office. The research results show that motivation has a positive and significant effect on employee performance at the UBUD District Head Office.

The Influence of Leadership Style on Increasing PT Employee Performance. Surya Mas Samudra

The research results show that the influence of leadership style has a significant effect on employee performance. The calculated t value of the leadership style variable (x_4) is $2,191 > 1,689$ and the significance of the leadership style variable is $0.035 < 0.05$ (alpha). The coefficient for the Leadership Style variable = 0.520 (positive value) which means the better the PT's leadership style. Surya Mas Samudra, the greater the impact on PT's performance. Surya Mas Samudra.

Leadership style is called a term *leadership style*, is a way leaders in carrying out *leadership functions* through a series of abilities And action Which he has. Style leadership is method a the leader behaves, communicates, and interacts with other people in his/her life influence people to do something. Style it could be different – different on base motivation, power or

orientation to task or person certain. A leadership style that pays little attention to the fate of its members can causing low work productivity. So the leadership style must be can influence And change attitude, action, And behavior its members for the interests and goals of the organization to be achieved. The essence of an organization is people and cooperation within a structure an organization that creates a division of tasks and positions and places boundaries freedom somebody in organization. In this research, leadership style indicators use the theory from Akib et al. (2020) which consists of several indicators, namely *Telling Selling, Participate, Delegation*. Test results on the answers of respondents or employees of PT. Surya Mas Samudra shows the results, namely that leadership style has a significant effect on employee performance. Thus, the initial indication of research is that the leadership applied at PT. Surya Mas Samudra is unable to influence its employees to carry out their duties properly, and leaders find it difficult to accept suggestions and criticism from their subordinates so that employee performance becomes less effective, which is not true. The research results are in line with research conducted by Rendyka Dio Siswanto, Djambur Hamid (2017) with the research title The Influence of Leadership Style on Employee Performance (Study on employees of the *Human Resources Management Compensation and Benefits division* PT Freeport Indonesia), the results of the research show that simultaneously/together the Instruction Leadership Style, Consultation Leadership Style, Participation Leadership Style and Delegation Leadership Style have a positive and significant effect on employee performance.

Influence of Recruitment, Training, Motivation And Leadership Style Towards Increasing the Performance of PT Employees. Surya Mas Samudra

PT. Surya Mas Samudra is a loading and unloading company located in Konawe Regency, Southeast Sulawesi Province is a company that operates in the field of Cargo Handling or Loading and Unloading of Goods to and from ships (Coal, Nickel Ore, Magnesite Mixture, General/Project Cargo, Steel Billet Cargo, Ferronickel, Ferrochrome). Improving company performance cannot be separated from employee performance, if employee performance is good it will have an impact on company performance. According to Ichsan et al. (2020) employee performance is a performance result that can be achieved by employees somebody or group person in something organization Good in a way qualitatively or quantitatively, according to authority, task And not quite enough responsible for each in an effort to achieve the goal organization concerned in a way legal, No violate law And in accordance with morals or ethics. The indicator of employee performance is Quality work, quantity of work, responsibility, and cooperation. To realize these employee performance indicators, several efforts are needed, namely employee recruitment, training, motivation and leadership style.

In terms of employee recruitment at PT. Surya Mas Samudra has carried out according to the theory from Nurmasiyah et al. (2023) starting from the basics of recruitment, recruitment sources and recruitment methods which have been carried out well and consistently. Providing opportunities for employees to carry out training such as loading master competency training for 2 people, Foreman on board ship training for 4 people, mooring master training for 10 people, cargo checker training for 4 people and IMDG Code training for 1 person . Then in terms of motivation PT. Surya Mas Samudra provides motivation in the form of Physiological Needs , Safety Needs , Social Needs , Esteem Needs *and* Self Actualization Needs . In leading the company PT. Surya Mas Samudra applies a leadership style namely *Telling Selling, Participate, Delegate*.

The research results show that the variables of recruitment, training, motivation and leadership style have a simultaneous effect on performance. With a calculated F value of $94.232 > 2.64$ and

a Sig. namely $0.000 < 0.05$ (alpha). The R Square value is 0.915 or 91.5%, meaning that the independent variables in this research (recruitment, training, motivation, leadership style) are able to explain the dependent variable (performance), which is 91.5% while the remaining 8.5% is influenced by other variables outside the research.

Conclusion

Based on the results of data analysis and discussion regarding the influence of recruitment, work motivation and training on employee performance at PT. Surya Mas Samudra with the analytical method used, namely the multiple regression method, the following conclusions can be drawn: Recruitment, motivation and leadership style variables partially influence employee performance at PT. Surya Mas Samudra. The training variable has no partial effect on employee performance at PT. Surya Mas Samudra. The variables of recruitment, training, motivation and leadership style simultaneously influence the performance of PT employees. Surya Mas Samudra.

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