

Improvement of Recruitment and Selection of Employee Performance of PT. Snepac Shipping

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ABSTRACT

This study aims to analyze the improvement of the recruitment and selection system that affects the performance of PT. Snepac Shipping. Qualitative descriptive research is conducted by conducting process observations and interviews with the human resources team at PT. Snepac Shipping. The study lasted six months (January–June 2022), and all results were analyzed descriptively. As a result, when PT. Snepac Shipping needs employees to fill vacant positions, and the human resources department team provides information through employees of PT. Snepac Shipping and wall magazine, and then applicants will send their curriculum vitae via email to the human resources department or send them directly to the office of PT. Snepac Shipping. The selection process involves choosing candidates from a curriculum vitae that satisfies the requirements of the employee position, conducting interviews, and evaluating how promptly applicants show up for interviews. Performance changes are made by comparing the selection process before and after. As a result, the recruitment and selection process affect the performance of PT. Snepac Shipping by reviewing the sound changes in employee activities from passive to active and the faster completion time of each task. In the future, further research related to the relationship between improvement in each component and employee performance in each division is needed. This ensures that each task and responsibility meet the selected employee's criteria.

Keywords: recruitment process, employee selection, performance, process improvement, corporate governance.

INTRODUCTION

In a company, it is essential to manage human resources to support good employee performance. Good human resource management can help companies achieve their goals (Handayani and Sinulingga, 2018). However, companies need to pay attention so that employees' needs follow the company's needs. One of them is paying attention to the



recruitment and selection process. Recruitment is the process of finding prospective employees who have the potential to work.

After the recruitment process, the company will select prospective employees to suit its needs (Suwanto and Subyantoro, 2019). The recruitment process is carried out to find employees the company needs to occupy a position. According to Cindy (2020), if the company recruits employees who do not meet the required criteria, employees will have poor performance. If the recruitment and selection process is carried out poorly or needs to meet the required specifications, the company can make corrections by making considerations first. An example that can be considered is looking at the needs of positions in companies that applicants will fill. Applicants must know the position to be occupied in the company to match the capabilities possessed and in accordance with the needs of the company. The considerations will result in the best decision to obtain the best employee (Oaya, Ogbu and Remilekun, 2017; Hamza *et al.*, 2021; Hunkenschroer and Luetge, 2022; Supriyati and Hutapea, 2022).

According to Hindriari (2018), with good recruitment and selection, it will be able to support employee performance, where performance is one of the most important factors to achieve company success; performance is a comparison between output and input. The suitability of employee needs in the company will affect employee performance. When the performance given by an employee is poor, it means that the employee needs to be able to complete his duties correctly due to a mismatch between his ability to fill the position and the assigned task (Munaty, Dandono and Setiasih, 2022). PT. Snepac Shipping, in conducting recruitment and selection, indeed aims to fill vacant positions in the company. When PT. Snepac Shipping needs employees; the recruitment and selection process carried out only provides information through employees who work at PT. Snepac Shipping, and for the placement of the process on the sailing ship, PT. Snepac Shipping takes students who have interned at one of the campuses in Medan. One of the selection processes carried out by PT. Snepac shipping involves conducting interviews. The interview is conducted only to ask a few questions that are considered formal.

The employee search process that has been carried out is narrow enough in scope to obtain the best employees. To get the best employees in appropriate positions, it is necessary to disseminate more information related to employee needs at PT. Snepac shipping. In addition, interviews also need to be done with several quality questions so that analysis can be carried out on the answers of prospective employees.

For now, what PT Snepac Shipping does in the interview process is limited to some general questions that are considered a formality to determine the applicant's background. An interview is required at the time of selection to measure the ability of applicants and PT. Snepac Shipping will get employees who match the criteria required from the interview. The recruitment and selection process that PT Snepac shipping has carried out is then interesting to examine more deeply. This study aims to analyze the improvement of the recruitment and selection system that affects the performance of PT. Snepac shipping.

LITERATURE REVIEW

Recruitment

Recruitment is finding prospective employees who will work for the company according to its needs. According to Handayani and Sinulingga (2018), currently, human resources is one of the most important assets in activities in companies or organizations. According to Sari,

Ningrum and Arifin (2022) recruitment is a process of gathering several applicants (prospective employees) who have qualifications as required by the company to do a job. Companies want employees with good abilities and qualities to work for them. According to Hmoud and Laszlo (2019), the recruitment process consists of tasks that are interrelated with directing the company's future needs. In other words, the recruitment process needs to be planned between the needs of employees and employees already existing in the company.

Recruitment sources can be divided into two categories: internal companies and external companies. Recruitment comes from internal companies and can be obtained from job placements and offers, promotions and transfers, old labor acquaintances, recruiting former employees and former applicants, and internal recruitment databases. According to Hamza *et al.* (2021), internal recruitment can save company costs and support employee satisfaction and morale. While recruitment comes from external companies, it can also be obtained from labor unions, media (newspapers, internet, magazines, etc.), professional associations, employment agencies, colleges, and competing companies. According to Hamza *et al.* (2021), external recruitment is beneficial because it brings new ideas and skills to the company. Sari, Ningrum and Arifin (2022) state that recruitment has a result, that is applicants who are collected for selection so that they are included as employees in the company. According to Supriyati and Hutapea (2022), assuming an organization needs qualified and skilled employees to fill vacant positions, the main thing to do is recruitment.

Selection

Oaya, Ogbu and Remilekun (2017) state that selection is the second step in planning and labor acquisition. Selection is made by selecting the right prospective employees with requirements that suit the company's job needs. According to Sari, Ningrum and Arifin (2022), selection is a process of selecting prospective employees (applicants) who have the qualifications needed to do a job. The selection process will be carried out after the company recruits prospective employees. After prospective employees are collected according to qualifications, they are selected to determine whether the company will accept or reject them. The selection process must be carried out appropriately to fill positions within the company (Bieńkowska *et al.*, 2022; Kutieshat and Farmanesh, 2022). According to Selase (2018), the selection is carried out using strategies to evaluate prospective employees, with the ultimate goal of selecting suitable candidates. In conducting the selection, it is also necessary to prepare the reasons why prospective employees are not selected as evaluation material.

According to Sari, Ningrum and Arifin (2022), the element that is usually used for the selection process is the test. The basic concepts of the tests used are usually validity and reliability. The tests that can be used are cognitive, physical, and motor ability, interest and personality, ability and aptitude, honesty, management assessment centers, and video-based situation tests. In addition to conducting tests, an interview can be conducted with applicants at the selection stage. The types of interviews that can be conducted are structured and unstructured interviews, situational interviews, behavior description interviews, job-related interviews, stress interviews, and panel interviews (Fitri, Handaru and Yohana, 2021). Hunkenschroer and Luetge (2022) claim that it is possible to analyze applicants' personalities, movements, and voice tones during video interviews to conduct selection. Problems usually arise in the interview process: hasty assessments, halo effects, prejudice on personal characteristics, negative emphasis, and cultural disputes.

Performance

Hmoud and Laszlo (2019) state that human resources are the nation's main asset and the first pillar to achieve prosperity. Human resources become the key to change in competition, innovation, and skills in an organization. According to Fitrianti and Prasada (2021) every organization expects that all members of the company show optimal performance in supporting the achievement of a predetermined goal. The performance of employees desired by the company is undoubtedly the result of achieving tasks within a predetermined time frame. Good task achievement and what is expected can be maximum performance. According to Fitrianti and Prasada (2021), in the organization, of course, they want all employees to prove a good performance in supporting the achievement of a predetermined goal. Managers will consider the accuracy of steps in completing tasks on time as a plus when evaluating employee performance. According to Supriyati and Hutapea (2022), performance is an action in administration. According to Suwanto and Subyantoro (2019), employee placement is carried out after selecting and placing employees according to the wishes of employers and workers. According to Fitri, Handaru and Yohana (2021), by placing employees according to their abilities and expertise, employees can easily complete their tasks. The potential and skills an employee possesses can be used to complete tasks in the company. The more skilled an employee is, the easier it is to find solutions to company problems and tasks.

Framework

A framework is created to support the research activities carried out. The framework is used as a support structure for building research. According to Fitrianti dan Prasada (2021), recruitment and selection carried out will affect employee performance, which can be seen through the framework. Research at PT. Snepac Shipping will be supported by the framework presented in figure 1. In this study, recruitment variables with three indicators, that is withdrawal, selection, and placement, will be used as a reference to see the significant influence of recruitment on the performance of PT. Snepac Shipping. The selection variable has three indicators, that is application form, timeliness, and interview, to see the significant influence of selection on the performance employees of PT. Snepac Shipping. Performance variables have four indicators, that is work quality, responsibility, cooperation, and initiative, to see the significant influence of selection and recruitment on the performance employees of PT. Snepac Shipping.

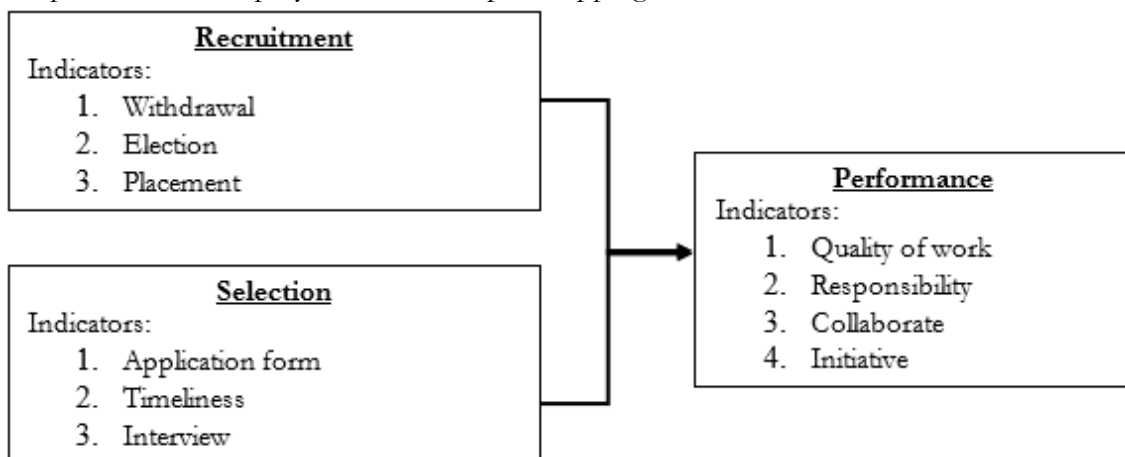


Figure 1. Research framework

METHOD

This study used a qualitative approach by making direct observations at PT. Snepac Shipping and conducting interviews with employees at the company (Darwin *et al.*, 2021). The unit of analysis in this study is the human resource management team found at PT. Snepac Shipping. Various researchers in this study used case studies, that is conducting interviews and direct observations on employees of PT. Snepac Shipping, to collect information. In its implementation, interviews and observations were carried out on the human resources department team of as many as five people within a short period during the internship.

Interviewed employees have the task of handling the recruitment and selection process at PT. Snepac shipping is, therefore, suitable to be asked for information in completing this research. In addition to interviews and observations, case study research can be done by looking at PT documents, recordings, and audio-visual archives. Snepac shipping. Measure employee performance, which is carried out using a comparison between before and after improvements in the applicant interview process. Observations were made on several tasks that employees must complete, and we saw changes in task completion and employee activity at work from January 2022 to June 2022. All the information obtained is then analyzed descriptively and presented as tables and narratives (Adnyana, 2021).

RESULTS AND DISCUSSION

Implementation and Recruitment Process at PT. Snepac Shipping

PT. Snepac Shipping needs employees to be recruited. Employee searches are usually only given announcements on wall magazines at PT. Snepac Shipping, which prospective employees can see directly from the wall magazine. In addition, employees of PT. Snepac Shipping cannot notify employees of information related to employee needs. After knowing information related to the need for employees at PT. Snepac Shipping, prospective employees send their curriculum vitae via email to the human resources department or come directly to the office of PT. Snepac Shipping.

After the prospective employee's curriculum vitae is collected, the human resources department team selects the appropriate application based on the prospective employee's background in the required field. The placement of prospective employee positions is tailored to the company's needs. The experience and education possessed by prospective employees must undoubtedly be to the company's needs so prospective employees can work well, and the company does not need to provide extra training for prospective employees. The human resources department pays attention to good prospective employees willing to be placed in any subsidiary if needed (Cahyadi *et al.*, 2023).

Implementation of Employee Selection at PT. Snepac Shipping

After recruiting, the results of the recruitment process are selected. The usual selection process is to look at the curriculum vitae that the team of the human resources department of the PT. Snepac Shipping has received. By looking at the things listed on the curriculum vitae, such as the identity of prospective employees, the educational history of prospective employees, the experience of prospective employees, and the expertise possessed by

prospective employees. The curriculum vitae will be selected from data that suit employees' needs PT. Snepac Shipping.

After selecting the curriculum vitae, provide information to prospective employees to conduct interviews at PT. Snepac Shipping. Calling information for interviews is provided by the human resources department team to prospective employees through data included in the curriculum vitae information to conduct interviews at PT. Snepac Shipping that can be obtained via email or WhatsApp. After obtaining confirmation from prospective employees to conduct interviews, the department team will assess the timeliness of prospective employees coming to the PT. Snepac Shipping office. If prospective employees arrive on time, it will be an added value for the team in the human resources department of PT. Snepac Shipping.

However, if the prospective employee arrives late at the predetermined time, the assessment becomes less valuable than the prospective employee himself. The discipline of prospective employees can also be seen by looking at the weather conditions at that time. Even though it rains, they still have to use various methods to arrive on time at the PT Snepac Shipping Office. Conducting interviews are usually carried out face-to-face by the team of the human resources department of the PT. Snepac Shipping prospective employees. The human resources department team will ask several things related to the prospective employee's experience at the previous workplace, field in the previous company, marital status, residence, transportation used to go to the office, and what salary is expected by the prospective employee. These questions are not only to determine the personal things of prospective employees but also to measure their influence on working later at PT. Snepac Shipping.

They were judging from some of the questions the team asked of the human resources department of PT. Snepac Shipping to prospective employees. When conducting interviews, the questions are still general. Hence, it is necessary to ask additional questions in the form of interview forms to learn more about prospective employees. Through discussions during the internship, several additional questions were asked regarding the knowledge of prospective employees related to PT. Snepac Shipping and the field of work applied the motivation of prospective employees to work at PT. Snepac Shipping, the disadvantages and advantages of prospective employees, and the readiness of prospective employees when requested by PT. Snepac Shipping to work overtime, the readiness of prospective employees when asked to work outside the occupied field, how many languages the prospective employee speaks, and mentioning the reasons why PT. Snepac Shipping selects prospective employees for acceptance.

In addition, for questions regarding the personalities of prospective employees, a separate form is made, that is the employee data form of PT. Snepac Shipping. The forms that have been made have had a positive impact, that is helping the team of the human resources department of PT. Snepac Shipping in assessing and selecting the best among prospective employees who conduct recruitment and selection.

Improvement of Recruitment and Selection of Employee Performance of PT. Snepac Shipping

The recruitment and selection process is carried out selectively because it will affect the performance of PT. Snepac Shipping. The influence of work quality can be seen in the work results that employees have achieved after going through a series of recruitment and selection processes. After working at PT. Snepac Shipping employees will be assessed for

the quality of work provided to PT. Snepac Shipping on the task of being burdened. The quality of employee work can be seen when employees face problems completing tasks. From how employees solve problems, the quality of these employees will be seen. In addition, employees carry out daily activities at PT. Snepac Shipping can show and apply passion to its work. When employees have applied the spirit in themselves, it will have a positive influence on carrying out daily activities and will have a good influence on improving the quality of work. Activity reports related to changes in recruitment and selection results that have been carried out in the legal division of PT. Snepac Shipping is presented in figure 2.

Figure 2. shows five activities: review agreement, an extension of ship documents, an extension of building certificates, processing foreign visas, and making a power of attorney and statement. The five activities show changes made by employees in the legal division before making changes to the recruitment and selection process and after making changes to the recruitment and selection process. The period of January 2022 shows data before making changes to the recruitment and selection process, and the period of February, March, April, May, and June shows data after making changes to the recruitment and selection process. In January, every activity carried out by looking at employee activities is still passive, and the task completion period is longer than in the following months. The difference in employee activity and task completion periods between January and February and the following months is visible each month after an improved recruitment and selection process. Changes in each activity can be seen in the number of task completion periods that shrink or decrease each month. In addition, it can also be seen from employee activities that with a shrinkage in task completion time, employees are considered more active at work. Meaning that there is an increase in the quality of work and enthusiasm for work that employees apply every month so that they can complete tasks faster than before (Kumar, 2022; Zulmariad *et al.*, 2022).

LAPORAN KEGIATAN DIVISI LEGAL PT. SNEPAC SHIPPING

PERIODE JANUARI 2022 – DIVISI LEGAL PT. SNEPAC SHIPPING				
No.	Kegiatan	Jumlah Karyawan	Aktivitas Karyawan	Jangka Waktu Penyelesaian
1.	Review agreement	10	Pasif	7 hari
2.	Perpanjangan dokumen kapal	10	Pasif	30 hari
3.	Perpanjangan sertifikat bangunan	10	Pasif	30 hari
4.	Pengurusan visa asing	10	Pasif	14 hari
5.	Pembuatan surat kuasa dan pernyataan	10	Aktif	1 hari

PERIODE MARET 2022 – DIVISI LEGAL PT. SNEPAC SHIPPING				
No.	Kegiatan	Jumlah Karyawan	Aktivitas Karyawan	Jangka Waktu Penyelesaian
1.	Review agreement	10	Pasif	7 hari
2.	Perpanjangan dokumen kapal	10	Aktif	25 hari
3.	Perpanjangan sertifikat bangunan	10	Pasif	30 hari
4.	Pengurusan visa asing	10	Aktif	10 hari
5.	Pembuatan surat kuasa dan pernyataan	10	Aktif	1 hari

PERIODE MEI 2022 – DIVISI LEGAL PT. SNEPAC SHIPPING				
No.	Kegiatan	Jumlah Karyawan	Aktivitas Karyawan	Jangka Waktu Penyelesaian
1.	Review agreement	10	Aktif	5 hari
2.	Perpanjangan dokumen kapal	10	Aktif	25 hari
3.	Perpanjangan sertifikat bangunan	10	Aktif	26 hari
4.	Pengurusan visa asing	10	Aktif	10 hari
5.	Pembuatan surat kuasa dan pernyataan	10	Aktif	1 hari

PERIODE APRIL 2022 – DIVISI LEGAL PT. SNEPAC SHIPPING				
No.	Kegiatan	Jumlah Karyawan	Aktivitas Karyawan	Jangka Waktu Penyelesaian
1.	Review agreement	10	Pasif	7 hari
2.	Perpanjangan dokumen kapal	10	Aktif	25 hari
3.	Perpanjangan sertifikat bangunan	10	Aktif	26 hari
4.	Pengurusan visa asing	10	Aktif	10 hari
5.	Pembuatan surat kuasa dan pernyataan	10	Aktif	1 hari

PERIODE JUNI 2022 – DIVISI LEGAL PT. SNEPAC SHIPPING				
No.	Kegiatan	Jumlah Karyawan	Aktivitas Karyawan	Jangka Waktu Penyelesaian
1.	Review agreement	10	Aktif	5 hari
2.	Perpanjangan dokumen kapal	10	Aktif	25 hari
3.	Perpanjangan sertifikat bangunan	10	Aktif	26 hari
4.	Pengurusan visa asing	10	Aktif	10 hari
5.	Pembuatan surat kuasa dan pernyataan	10	Aktif	1 hari

Figure 2. Activity Report for The Period January – June 2022 at PT. Snepac Shipping

PT. Snepac Shipping requires a sense of responsibility from its personnel. The responsibility of employees in doing their jobs is also evaluated to determine the impact of employee performance on the individual's own performance. The employee is responsible

for completing tasks on time and not neglecting other assignments. Employee obligations extend beyond task completion. However, they can also be observed in the words or oral remarks made and compliance with regulations. These types of responsibility are what PT. Snepac Shipping is perceived to possess and can have a beneficial impact on the organization. Based on figure 2., the visible change in the amount of time the task is completed shows that the employee is able to complete the task more quickly, which means that the employee is responsible for the task given. Employees' increased efficiency in completing tasks will benefit both PT. Snepac Shipping and employees. For instance, staff members feel capable of completing other tasks, and superiors give PT. Snepac Shipping positive evaluations and impacts. There is a smooth running of company activities with employees' prepared documents (Abbasi *et al.*, 2022; Panaha, Areros and Rogahang, 2022).

PT. Snepac Shipping mainly carries out its activities through teamwork, so employees are required to develop their ability to carry out company activities utilizing teamwork. Employees cooperate to make the best decisions. With cooperation, communication between employees is established to facilitate the development of new ideas or thoughts. In addition, when employees cooperate in completing company tasks, it provides relief because they are completed together by people within the PT. Snepac Shipping can see and evaluate employee initiatives. Employees with the initiative to do positive things certainly provide added value for the company and themselves. All tasks ordered by the leader are only sometimes explained with the steps that must be taken to complete the task, so it requires employee initiative to figure out how to complete the task. When employees implement good initiatives in the company, not only the leaders of the PT. Snepac Shipping like it, but coworkers and individuals in the work environment also like it.

The recruitment and selection process crucial to obtaining a qualified, responsible, and participatory workforce. A number of studies also reveal that selection has a significant positive effect on influencing employee performance at PT. Angkasa Pura I Sam Ratulangi International Airport Manado (Panaha, Areros and Rogahang, 2022). Furthermore, a study in Nigeria found a degree of relationship between recruitment and selection strategies and employee performance, with positive relationships that impact employee productivity (Oaya, Ogbu and Remilekun, 2017). In line with Sarinah's research, it was found that recruitment variables had a significant effect on employee performance. Hindriari (2018) explained that recruitment has a positive and significant effect on employee performance partially, selection has a positive and significant effect on employee performance partially, and recruitment and selection on employee performance simultaneously have a positive and significant effect. Thus, the more independent the recruitment and selection process, the more employee performance will increase in direct proportion to job placement, work ethic, and so on.

LIMITATIONS AND MANAGERIAL IMPLICATIONS

This study only focuses on the HR team for interviews due to the limited time obtained from each informant. Another area for improvement is to validate and observe the recruitment process with performance that cannot be measured, so special skills are needed to notice this change. The managerial implications of this study are related to the recruitment and selection process of PT. Snepac Shipping uses a manual method so that information related to applicants is fixed on CVs.

Using the Internet or social media to provide information related to employee needs is necessary to expand coverage and attract applicants. Disseminating this information through the Internet or social media opens PT. Snepac shipping opportunities to hire employees with good work potential. In addition, technology should be utilized when storing archives or employee data to make it easier to find. With the storage of records through technology or digitally, it will be easier to find employee data if needed urgently. Matters related to the selection process must always be evaluated to obtain competent and responsible workers in their respective fields.

CONCLUSION

The recruitment and selection process very important in producing and obtaining qualified employees with high-performance values and adequate responsibility. At the time, PT. Snepac Shipping needs employees to fill vacant positions, and the human resources department team provides information through employees of PT. Snepac Shipping and Wall Magazine, and then applicants will send their curriculum vitae via email to the human resources department or send them directly to the office of PT. Snepac Shipping.

The selection process involves choosing candidates from a curriculum vitae that satisfies the requirements of the employee position, conducting interviews, and evaluating how promptly applicants show up for interviews. Performance changes are made by comparing the selection process before and after. As a result, the recruitment and selection process affect the performance of PT. Snepac Shipping by reviewing the sound changes in employee activities from passive to active and the faster completion time of each task. In the future, further research related to the relationship between improvement in each component and employee performance in each division is needed. This is done to ensure that each task and responsibility are in accordance with the criteria of the selected employee.

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