



## The effect of recruitment and selection on employee performance

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### ABSTRACT

The purpose of this research is to find out how much influence the recruitment and selection process has on the performance of employees in PD. Anugrah Simalungun. The data used in this study are primary data and secondary data. Primary data is data that is processed from the results of filling out questionnaires that have been circulated to all employees, in this case the head of the branch at PD. Anugrah Simalungun and company staff, totaling 32 people starting from administration, marketing and collectors according to what is needed in this study. The results of this study indicate that recruitment and selection in the partial hypothesis test (t test) that the recruitment variable (X1) has a significant effect on employee performance (Y), so does the selection variable (X2) which has a significant effect on employee performance (Y). Furthermore, with the joint test (F test) that the variables recruitment (X1) and selection (X2) together have a significant effect on employee performance (Y). The determination test (R<sup>2</sup>) states that recruitment and selection variables affect employee performance variables by 71.4%. The recruitment process carried out at PD. Anugrah Simalungun is good, but the recruitment process should be maintained or the recruitment method that has been applied so far should be developed to produce high employee performance. The selection process is good, but the selection process should be maintained or the selection process should be further improved in order to get prospective employees with the criteria required by PD. Anugrah Simalungun

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## INTRODUCTION

Human resources (HR) is one of the elements that really determines the success of an organization in achieving its goals. Humans are a very important element in an organization. The company realizes that Human Resources (HR) is the basic capital in the process of developing the company and even nationally, therefore the quality of HR must always be developed and directed to achieve the goals set by the company (Potale, 2016). The recruitment process begins when the organization seeks the required job candidates through various means, by submitting application files by applicants to the organization. The result of this process is a number of application files from job

seekers, and then for selection. To get reliable, professional and trustworthy human resources, it is necessary to have an appropriate recruitment and selection process. Recruitment is an activity of finding and attracting job applicants with motivated abilities, skills and knowledge of human resources needed by the organization to fill job vacancies that have been previously identified in the staffing plan. Recruitment techniques can be identified as either formal or informal (Ullman, 1966)

The reason a company carries out the recruitment process is because of the establishment of a new organization, the expansion of organizational activities, the creation of new jobs and activities, there are jobs that move to other organizations, there are employees who leave either with respect or not with respect, there are workers who quit due to entering retirement age and workers who died. The general objective of recruitment is to provide qualified candidates for the company. While the importance of the recruitment process includes being consistent with the company's strategy, insights and values, to determine the company's current and future recruitment needs related to major changes in the company, HR planning, job design and job analysis, to support initiatives companies in managing a diverse workforce, to help increase the success of the selection process by reducing candidates who are clearly unqualified or overqualified, to help reduce the turnover of recent employees, to coordinate recruitment efforts with selection and training programs, to evaluate the effectiveness of various recruitment techniques and locations for all types of job applicants, as well as to comply with corporate responsibility for affirmative action programs and other legal and social considerations by workforce composition. In the recruitment process carried out by the company there are also many other aspects that are taken into consideration in prospective employees to commit to the stages of recruitment carried out by the company

After the recruitment process has been carried out, to get good, reliable, quality employees and according to the number needed by the company, a selection process is needed. Selecting is a collection of a choice. The selection process involves the choice of various objects by prioritizing a few selected objects. In staffing, selection is more specifically making decisions by limiting the number of employees who can be contracted out of the choice of a group of potential employee candidates. The selection process aims to bring together the desired conditions with the person who will be accepted as an employee who can work as expected by the company according to what is stated in the job description, so that the motto of the right man in the right place will become a reality. The large number of job applicants in various fields requires a company or agency to hold recruitment and selection of workers who have qualified resources. So that the Management of Human Resources (HR) in a company or agency is important in achieving goals. So that a good workforce or human resources is needed for companies or agencies. Companies or agencies realize that Human Resources (HR) are the basic capital in the process of developing companies and even nationally, therefore the quality of HR must always be developed and directed to achieve the goals set by the company (Aziz, Maarif, & Sukmawati, 2017)

The process of recruitment and selection in an organization can determine progress in terms of employee performance in the organization. At PD. Anugrah Simalungun in terms of recruiting many employees ignores this recruitment and selection process. PD. Anugrah Simalungun in hiring only includes a job application letter and a direct interview is conducted by the head of the branch and from the results of the interview it can be decided whether the job applicant is accepted or not. Due to being an employee at PD. Anugrah Simalungun as marketing which is a priority for job applicants is required to be able to sell PD products. Simalungun's gift is in the form of a cooking utensil with the Hakasima trademark. However, in recruiting employees who will be placed as office administration, the recruitment process and selection process are still not optimal. Where the recruitment and selection process is only carried out by carrying out written exams and interviews only. Job applicants who are accepted for work are job applicants who get the highest written exam scores and will then be interviewed by the head of the branch as

a formality only. (Pantow, Dotulong, & Walangitan, 2017) in his research revealed that recruitment has a significant effect on job satisfaction. These results indicate that every time there is an increase in the recruitment process satisfaction will increase. So many organizations focus on recruitment and try to pay attention to proactive employees who are ready to contribute, are self-motivated, and think ahead (Puspitasari & Darwin, 2021). The criteria for prospective employees that match the needs of the organization will produce good employees, because these employees will also determine good service for consumers. For this reason, a good employee recruitment and selection process is needed in order to get the prospective employees needed by the company. An interesting problem to be studied in this research is how to determine the right person to fill a vacant position in PD. Anugrah Simalungun

The criteria for prospective employees who meet the needs of the organization will produce good employees, because these employees will also determine good service for consumers. For this reason, a good employee recruitment and selection process is needed in order to get the prospective employees needed by the company. An interesting problem to study in the title is how to determine the right person to fill a vacant position in PD. Anugrah Simalungun. Recruitment is an important issue in labor procurement (Odoguwu, 2012). (Newell & Rice, 1999) note that for some, recruitment/selection lies at the very center of human resource practice in organizations where the hiring decision is one of the most important ever taken by an employer

According to (Priansa, 2014) recruitment is the number and category of employees who are treated and determined in formal employee planning or HR management. Recruitment is prepared through detailed recruitment planning. According to Rivai and Sagala in (Priansa, 2014) states that recruitment is essentially a process of determining and attracting applicants who are able to work in organizations. According to (Mangkunegara & Prabu, 2015) withdrawal is a process or action taken by the company to get additional employees through stages that include identifying and evaluating sources of employee withdrawal, determining the needs of employees who are treated by the company, the selection process, placement and orientation of employees. Based on the opinions of the experts above, it can be concluded that recruitment is an important issue for companies in terms of labor procurement. If a recruitment is successful, in other words, many applicants submit their applications, then the company's opportunities to get the best employees will be even more wide open, because the company will have many of the best choices from existing applicants. (Sangeetha, 2010) defines recruitment as the process of identifying and recruiting the best and high-quality candidates (from within and outside the organization) in a timely and cost-effective manner.

According to Rivai and Sagala in (Priansa, 2014), the aim of recruitment is to accept as many applicants as possible in accordance with the qualifications of the organization's needs from various sources, so that it is possible to attract prospective employees with the highest quality from the best. So it can be concluded that the purpose of recruitment is a series of activities that begin when an organization needs employees and opens job vacancies until they get the desired prospective employees in accordance with existing positions or vacancies so as to find applicants - applicants who are highly qualified, strong and trustworthy. According to (Dubois & Rothwell, 2004) there are four recruitment processes or stages, including The first stage, clarify the positions to be filled through recruiting, Second Stage, Review and update job descriptions and specifications for the position, Third phase, Identify possible sources of qualified applicants and Fourth Stage, Choose the most effective means of communication to attract qualified applicants

The first stage, there is a philosophical view that recruitment needs to be carried out continuously to get the maximum qualified human resources without considering the existence of certain vacancies. The second stage, job specifications describe the qualifications needed. Without job descriptions and specifications, HR practitioners cannot filter existing applications. The third stage, recruitment is a stage related to this step in the broadest sense that applicants can come from within (internal) or from outside the organization (external). These sources of application certainly

need to be considered according to the needs and goals of the organization. The fourth stage, this step usually involves marketing organizations, HR practitioners need to communicate intimately with sources of job applicants, which can be done in job fairs, campus visits, open house recruitment, percentages in target groups, apprentices and collaboration programs between educational institutions and organizations (link and match). (Rao, 2010) have identified internal employee reference recruitment, succession planning, interviews, personality tests, using newspapers, professional search agencies, and biodata as senior dominance level staffing practices. In the literature, recruiting techniques such as newspaper advertisements, job centers and employment agencies are regarded as official whereas techniques such as "word of mouth" by existing employees, also known as "leads" are examples of unofficial recruiting techniques (Taylor, 1994)

According to (Priansa, 2014) the selection process begins after a pool of qualified applicants is obtained through recruitment, which involves a series of stages that add complexity and time before HR recruitment decisions are taken. In other words, the selection process is a series of activity steps used to decide whether applicants are accepted or rejected. Selection in HR management is the selection of people - a process to assess the possibility of success or failure of a person to carry out work. According to (Bangun, 2012) selection is the process of selecting prospective employees who have the qualifications according to job requirements. Selection activities are carried out to reduce some of the number of applicants, in order to obtain the best prospective employees. Without quality employees, it is difficult for companies to achieve success. According to Ardana in (Michael, 2017) selection is the process of selecting individuals who have relevant qualifications to fill jobs in an organization. So it can be concluded that selection is an activity of choosing prospective employees who are obtained through the recruitment process by deciding whether applicants are accepted or rejected to assess the possibility of success or failure of an organization.

According to (Marwansyah, 2014) The purpose of each selection program is to identify applicants who have high scores on the aspects measured, aiming to assess knowledge, skills, abilities or other characteristics that are important for carrying out a job well. An effective selection system does not always aim to find the most qualified applicants in certain aspects. To be precise, selection is an effort to find optimal compatibility between jobs with certain characteristics possessed by applicants (ability, experience, and so on). According to (Simamora, 2004) selection indicators are selection procedures which include preliminary interviews, filling out application forms, interviews, selection tests, reference and background checks, physical examinations and interviews with supervisors

Performance comes from the word "work" or in English known as performance which means implementation, continuity, action and achievement. Performance according to (Bargsted, 2017) Performance (performance) is the result of work achieved by a person based on job requirements (Job Recruitment). According to (Mangkunegara & Prabu, 2015) the notion of performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. From some of the definitions above, it can be concluded that performance is the result of work achieved by a person or group in accordance with their respective responsibilities in achieving organizational goals and minimizing losses. Managing performance has been the subject of debates about performance value, measurement and management, and is also a growing area in public administration and management (Van de Walle, 2009); (Talbot, 2010)

According to (Bangun, 2012) performance appraisal is a process carried out by organizations to evaluate or assess the success of employees in carrying out their duties. Assessment can be done by comparing the work results achieved by employees with work standards. If the results obtained meet or exceed work standards, it can be said that the performance of an employee is included in the good category. The environment includes many

factors of growing globalization, rapid technological changes, and growing needs for employees and performance improvement (Vanhala & Stavrou, 2013). And vice versa, an employee whose work results do not reach work standards is included in poor performance or low performance. According to Greenberg and Baron in (Michael, 2017) explained that performance appraisal can be used for a number of organizational interests. Management uses evaluation to make decisions about human resources. Assessment provides input for purposes such as promotion, transfer and dismissal. Based on the opinions of the experts above, it can be concluded that performance appraisal is an activity to measure/assess the implementation of work to determine the success or failure of a worker in carrying out their duties and responsibilities in their respective fields of work.

In connection with that, previous research (Yullyanti, 2011) the three variables (recruitment, selection and performance) did not influence each other, while in this scientific work these three factors influenced each other. Managing performance has been the subject of debates about performance value, measurement and management, and has also become a growing area in public administration and management (Van de Walle, 2009); (Talbot, 2010). Performance appraisal becomes the basis for certain organizational decisions such as determining salary packages and promotions (Sripirabaa & Krishnaveni, 2009)

Research gaps in previous studies have shown that there are different effects of recruitment and selection variables on employee performance. Therefore the aim of this research is to find out how much influence recruitment and selection has on the performance of employees at PD. Anugrah Simalungun. The benefits of the results of this study as input by companies that may be useful for solving problems encountered, especially in anticipating the recruitment process and the selection process on the performance of employees in PD. Anugrah Simalungun

## RESEARCH METHOD

This research method uses data analysis techniques in the form of Quantitative Descriptive Analysis. According to (Sugiyono, 2017) the quantitative method is referred to as the positivistic method because it is based on the philosophy of positivism. This method is a scientific method (scientific) because it fulfills scientific principles, namely concrete/empirical, objective, measurable, rational and systematic. This method is called the quantitative method because the research data is in the form of numbers and the analysis uses statistics. Primary data collection in this study by distributing questionnaires directly to parties related to the research conducted where the sample in this study were all employees of PD Anugrah Simalungun. The research design begins with determining the problems to be studied, then the research continues by distributing questionnaires to obtain the data needed in the research. So that the data is processed and obtain research results.

The population in this study are all PD employees. Anugrah Simalungun, totaling 32 people. And the samples in this study were all PD employees. Anugrah Simalungun as many as 32 people. Independent variable (Independent Variable) is a variable that influences or becomes the cause of the change or the emergence of dependent/independent variables. The independent variables are Recruitment ( $X_1$ ) and Selection ( $X_2$ ). The dependent variable (Dependent Variable) is the variable that is affected or becomes the result, because of the independent variables. The dependent variable is Employee Performance ( $Y$ )

## RESULTS AND DISCUSSIONS

### Validity test

For the level of validity, a significant test was carried out by comparing the rcount value with the rtable value. For degrees of freedom ( $df$ ) =  $n-2$  in this case  $n$  is the number of samples. In this case the amount of  $df$  can be calculated as  $32 - 2$  or  $df = 30$  with an alpha of 0.05 to get  $rtable =$

0.2960. If  $r_{count}$  (for each question item can be seen in the corrected item - total correlation column) is greater than  $r_{table}$  and the value of  $r$  is positive, then the question item is said to be valid

**Table 1.** Instrument Validity Test Results

Variable	Statement Items	Item-Total Statistics		Cases
		Corrected Item-Total Correlation	$r_{table}$	
Recruitment ( $X_1$ )	X1.1	0,445	0,296	Valid.
	X1.2	0,657	0,296	Valid.
	X1.3	0,461	0,296	Valid.
	X1.4	0,549	0,296	Valid.
	X1.5	0,607	0,296	Valid.
	X1.6	0,694	0,296	Valid.
Selection ( $X_2$ )	X2.1	0,705	0,296	Valid.
	X2.2	0,511	0,296	Valid.
	X2.3	0,740	0,296	Valid.
	X2.4	0,567	0,296	Valid.
	X2.5	0,705	0,296	Valid.
	X2.6	0,740	0,296	Valid.
Employee performance ( $Y$ )	Y.1	0,422	0,296	Valid.
	Y.2	0,623	0,296	Valid.
	Y.3	0,377	0,296	Valid.
	Y.4	0,722	0,296	Valid.
	Y.5	0,451	0,296	Valid.
	Y.6	0,641	0,296	Valid.

Source: Primary data processed, SPSS version 23

Based on table 1 it shows that each statement item has  $r_{count} > r_{table}$  and is positive. Thus, the question item is declared valid.

### Reliability Test

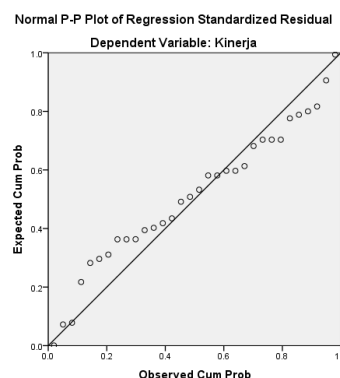
**Table 2.** Instrument Reliability Test Results

Variable	Reliabilitas Coefficient	Alpha	Information
Recruitment ( $X_1$ )	6 statement	0,725	Reliabel
Selection ( $X_2$ )	6 statement	0,764	Reliabel
Employee performance ( $Y$ )	6 statement	0,706	Reliabel

Source: Primary data processed, SPSS version 23

Table 2 shows that each variable has a Cronbach Alpha  $> 0.60$ . Thus the variables (Recruitment, Selection and Employee Performance) can be said to be reliable

### Normality test



**Figure 1** P-Plot Normality Graph

Source: Primary data processed, SPSS version 23

Based on the picture above, it can be seen that the normal P-Plot graph shows if the data distribution is in a position around the straight line area and follows the diagonal line that forms an oblique line from left to top right which shows that the data is normally distributed.

**Multicollinearity Test**

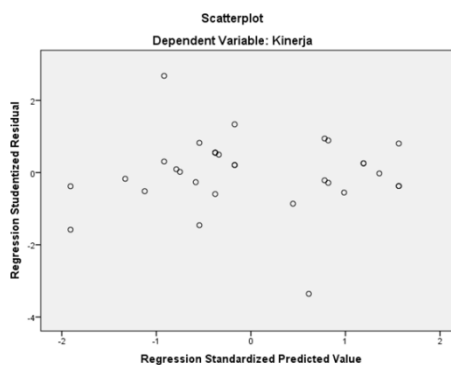
**Tabel 3.** Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Recruitment	.423	2.364
	Selection	.423	2.364

Source: Primary data processed, SPSS version 23

Based on the table above, in the "Collinearity Statistics" section it is known that the Tolerance value for the Recruitment and Selection variables is  $0.423 > 0.10$ . Meanwhile, the VIF value for Recruitment and Selection Variables is  $2.364 < 10.00$ . Then referring to the basis of decision making in the multicollinearity test it can be concluded that there are no symptoms of multicollinearity in the regression model

**Heteroscedasticity Test**



**Figure 2.** Heteroscedasticity Test

Source: Primary data processed, SPSS version 23

Based on the picture above, the data points spread above and below around the number 0 and spread randomly and evenly over the X and Y axes, so it can be concluded that there is no Heteroscedasticity problem.

**Table 4.** Recruitment Linearity Test Results with Employee Performance

ANOVA Table			
			Sig.
Performance * Recruitment	Between Groups	(Combined)	.000
		Linearity	.000
		Deviation from Linearity	.449

Source: Primary data processed, SPSS version 23

**Table 5.** Selection Linearity Test Results with Employee Performance

ANOVA Table			
			Sig.
Performance * Selection	Between Groups	(Combined)	.000
		Linearity	.000
		Deviation from Linearity	.713

Source: Primary data processed, SPSS version 23

Based on table 4 and table 5 in making a decision on the linearity test, the value of Sig. Deviation from Linearity in the Recruitment variable of  $0.449 > 0.05$  and Sig. Deviation from Linearity the Selection variable is  $0.713 > 0.05$  meaning that these two variables have a linear relationship and can be used to explain the significant effect between Recruitment and Selection on Employee Performance

## Autocorrelation Test

**Table 6.** Autocorrelation Test

Model Summary <sup>b</sup>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.856 <sup>a</sup>	.732	.714	.901	2.340	

a. Predictors: (Constant), Selection, Recruitment  
b. Dependent Variable: Performance

Source: Primary data processed, SPSS version 23

The criterion for autocorrelation does not occur if the DW is in the condition  $dU < DW < 4 - dU$ . Based on table 6 it is known that the Durbin - Watson (DW) value is 2.340 using a significant value of  $\alpha = 0.05$ . The number of samples (n) is 32, and the number of independent variables is 2 and the dependent variable is 1 so (k) is 3, so the Durbin - Watson table will obtain a dL value of 1.2437 and a dU value of 1.6505. So it can be concluded that the value of  $dU (1.6505) < DW (2.340) < 4 - dU (2.3495)$  so that it can be determined that there is no autocorrelation in this study.

## Multiple Linear Regression Analysis

**Table 7.** Multiple Regression

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	4.311	2.567	
	Recruitment	.537	.142	.560
	Selection	.296	.125	.349

Source: Primary data processed, SPSS version 23

Table 7 shows that the results of the regression analysis obtained a coefficient for the recruitment variable of 0.537 for the selection variable of 0.296 with a constant of 4.311 so that the regression equation model obtained is as follows:

$$Y = 4,311 + 0,537X_1 + 0,296X_2$$

The coefficients of the results of the multiple linear regression equation above can be explained that:

- A constant value of 4.311 can explain that, if the recruitment and selection variables are considered absent, employee performance (Y) is worth 4.311
- The recruitment regression coefficient value of 0.537 is positive, meaning that the effect of recruitment on employee performance is positive. So if the recruitment score increases, the employee's performance will be higher.
- The selection regression coefficient value of 0.296 is positive, meaning that the effect of selection on employee performance is positive. So if the selection score increases, the employee's performance will be higher

### t test

**Table 8.** t test results

Model		t	Sig.
1	(Constant)	1.680	.104
	Recruitment	3.789	.001
	Selection	2.361	.025

Based on the results of the t (partial) test of the recruitment variable (X1) on employee performance (Y) obtained tcount of 3.789 and ttable of 1.697, so  $(3.789 > 1.697)$  and a significant value  $(0.001 < 0.05)$ . It can be concluded that the recruitment variable partially (individually) has a

significant effect on employee performance. The calculated value is positive, meaning that the influence that occurs is positive or can be interpreted as increasing or improving the recruitment process will result in increased employee performance. Based on the results of the t test (partial) the selection variable ( $X_2$ ) on employee performance ( $Y$ ) obtained a tcount of 2.361 and a ttable of 1.697 ( $2.361 > 1.697$ ) and a significant value ( $0.025 < 0.05$ ). It can be concluded that the selection variable partially (individually) has a significant effect on employee performance. The calculated value is positive, meaning that the influence that occurs is positive, or it can be interpreted that increasing or improving the selection process will result in increased employee performance

**F test**

**Table 9.** F Test Results (Simultaneous)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64.331	2	32.166	39.620	.000 <sup>b</sup>
	Residual	23.544	29	.812		
	Total	87.875	31			

a. Dependent Variable: Performance

b. Predictors: (Constant), Selection, Recruitment

Source: Primary data processed, SPSS version 23

Based on table 9 above, it can be seen that the Fcount value is  $39.620 > F_{table}$  is 3.33 with a significant  $0.000 < 0.05$ , it can be concluded that these results meet the criteria which state that the hypothesis is accepted. This shows that recruitment and selection simultaneously have a significant effect on employee performance at PD. Anugrah

**Determination Coefficient Test ( $R^2$ )**

**Table 10.** Test of the Coefficient of Determination ( $R^2$ )

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.856 <sup>a</sup>	.732	.714	.901

a. Predictors: (Constant), Selection, Recruitment

b. Dependent Variable: Performance

Source: Primary data processed, SPSS version 23

Based on table 10 above, the results of the coefficient of determination (Adjusted R Square) are known to influence the two independent variables (Recruitment and Selection) on the dependent variable (Employee Performance) which is stated in the Adjusted R Square value of 0.714 (71.4 %). This means that 71.4 % of the independent variables (recruitment and selection) can affect the dependent variable (employee performance). While 28.6 % is influenced by other independent variables that are not included in this study.

**Recruitment Analysis of Employee Performance**

The results showed that recruitment has a positive effect on employee performance. This is strengthened and supported by the sig. ( $0.001 < 0.05$ ) and obtained a tcount of 3.789 and a ttable of 1.697 so that ( $3.789 > 1.697$ ). Then the hypothesis which states partially Recruitment on employee performance at PD. Anugrah Simalungun is acceptable. The impact of recruitment on employee performance at PD. Anugrah of Simalungun itself is that if the recruitment process is getting better then the impact on employee performance will be good and can be improved and vice versa if the recruitment process is getting worse or not good then the level of employee performance will decrease. The results of this study are supported by empirical evidence from previous research conducted (Irfan, 2016) with the title "Recruitment and Selection Analysis of Employee Performance at PT. Bank Sumsel Babel Syariah KC. Palembang" states that there is a positive and significant influence between recruitment on employee performance at the Palembang Branch of the Palembang Syariah Babel Bank.

### Selection Analysis of Employee Performance

The results of the study show that selection has a positive effect on employee performance. This is strengthened and supported by the sig. ( $0.025 < 0.05$ ) and obtained a tcount of 2.361 and a ttable of 1.697 so that ( $2.361 > 1.697$ ). So the hypothesis that partially states the selection of employees' performance at PD. Anugrah is acceptable. The impact of selection on employee performance at PD. Anugrah itself is if the selection process is getting better then the impact on employee performance will be good and can be improved and vice versa if the selection process is getting worse or not good then the level of employee performance will decrease. The results of this study are supported by empirical evidence from previous research conducted (Yulasmu, 2016) entitled "The Influence of Recruitment, Selection and Placement on Employee Performance at PT. Japfa Comfeed Indonesia Tbk. The Poultry Breeding Division of Kayu Tanam, Padang Pariaman district" states that there is a positive and significant influence between selection on employee performance at PT. Japfa Comfeed Indonesia Tbk. Poultry Breeding Division Planted Wood, Padang Pariaman district.

## CONCLUSION

The recruitment process carried out at PD. Anugrah is good, but the recruitment process should be maintained or the recruitment method that has been applied so far should be developed in order to produce high employee performance. The selection process carried out on PD. Anugrah is good, but the selection process should be maintained or the selection process should be further improved in order to get prospective employees with the required criteria. PD's performance. Anugrah is not only influenced by Recruitment and Selection factors, but also many other things that can affect the level of performance. So it is suggested for future researchers to be able to expand the scope of their research by adding other independent variables such as motivation and leadership so as to get even better research

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