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The Influence of the Recruitment and Promotion Process on the Performance of Human Resources Staff Employees at the Headquarters of the Republic of Indonesia Police

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Abstract: This study aims to analyze the influence of recruitment and promotion processes on employee performance, both partially and simultaneously, in the Career Development Bureau Staff of the Indonesian National Police Headquarters. The focus of this study is based on the important role of human resource management, particularly in the appropriate recruitment process and objective, transparent, and performance-based job promotions, as strategic factors in improving employee performance. Effective recruitment is expected to produce competent employees who are in accordance with organizational needs, while job promotions serve as a means of career development and employee work motivation. This study uses a quantitative approach with a survey method, where data is collected through a structured questionnaire compiled based on the indicators of each research variable. To complement the quantitative analysis, this study is also supported by qualitative data in the form of respondents' statements in the questionnaire, consultation results, and brief interviews with relevant informants to obtain a more comprehensive picture of empirical conditions in the field. The study population was 133 Career Development Bureau Staff employees, with a research sample of 100 respondents determined using appropriate sampling techniques. Data analysis was conducted using SPSS version 27 software to test the partial and simultaneous effects between variables. The results of the study indicate that the recruitment process (X1) and job promotion (X2) partially have a positive and significant effect on employee performance (Y). In addition, simultaneously the two independent variables also have a significant effect on employee performance. The coefficient of determination (R-Square) value of 0.407 indicates that 40.7% of employee performance variation can be explained by the recruitment and job promotion process, while the remaining 59.3% is influenced by other factors outside this research model. This finding emphasizes the importance of optimizing the recruitment and job promotion process as a strategic effort to improve employee performance within the National Police Headquarters.

Keyword: Recruitment Process, Job Promotion, Performance, HR Staff Employees, Headquarters of the Republic of Indonesia Police.

INTRODUCTION

Human resource (HRM) management is a key factor in determining an organization's success in achieving its strategic goals. Hasibuan (2022) emphasized that qualified, competent, and motivated human resources can improve productivity, effectiveness, and the overall quality of an organization's performance. In the context of government agencies, particularly the Indonesian National Police Headquarters (Mabes Polri), HRM management plays a strategic role because it directly relates to police professionalism, the effectiveness of public services, and the institution's operational success. Therefore, aspects of HRM management, such as recruitment and promotion processes, are a primary focus to ensure the right employees occupy appropriate positions and are able to contribute optimally to the organization.

The employee recruitment process is the first step in obtaining competent human resources ready to face the challenges of the job. Mathis and Jackson (2020) emphasize that selective, competency-based, and transparent recruitment will produce employees with the knowledge, skills, and motivation needed by the organization. At the National Police Headquarters, recruitment is not simply about increasing the number of personnel, but rather ensuring the quality of prospective members so they can carry out complex, dynamic, and high-risk police duties. Effective selection forms the foundation for employee career development and improving overall organizational performance.

Beyond recruitment, job promotions also play a strategic role in human resource management. Rivai (2021) states that fair, performance-based, and meritocratic promotions can sustainably improve employee motivation, loyalty, and competence. Within the Indonesian National Police Headquarters, a transparent and objective promotion system serves as a means of placing competent individuals in strategic positions while simultaneously rewarding employee performance achievements. Appropriate promotions will encourage employees to continuously improve their professionalism, creativity, and contribution to the organization.

Employee performance is a key indicator of effective HR management. Robbins and Judge (2021) emphasize that performance encompasses an employee's ability to perform tasks according to standards, with punctuality, accuracy, and professionalism. Employees who work within a clear HR management system, including transparent recruitment and promotion processes, tend to perform better than those who face ambiguity or unfairness in organizational management. Performance variation among employees is an important reflection for HR management, particularly in identifying strategies to improve employee productivity, discipline, and loyalty.

In the era of bureaucratic reform and digital transformation, the Indonesian National Police Headquarters (Mabes Polri) is faced with the demand for rapid and accountable improvements in human resource quality. Sedarmayanti (2020) emphasized that organizational transformation requires the application of the principles of professionalism, transparency, and accountability in every aspect of human resource management, including recruitment and promotions. Competent and motivated employees will be able to support the achievement of the Indonesian National Police's vision as a Predictive, Responsible, and Transparent and Just (Presisi) institution. Therefore, integration between recruitment, promotions, and career development processes is a crucial factor in building consistent and sustainable employee performance.

Previous research has shown that transparency in recruitment and promotion significantly impacts employee performance. Sari (2022) found that fair promotions increase employee job satisfaction and productivity, while Setiawan (2021) emphasized the importance of competency-based recruitment for improving organizational performance. In the context of the National Police Headquarters, employee performance impacts not only internal effectiveness but also the quality of public services. Employees who are appropriately placed

and provided with fair career development opportunities will be more motivated, loyal, and productive.

Based on this context, this research focuses on the Human Resources Staff of the Indonesian National Police Headquarters (Mabes Polri) because this unit plays a strategic role in managing recruitment and promotions, which directly impact employee performance. Empirical analysis of the influence of these two variables is crucial for providing an objective picture of the effectiveness of the HR management system. By understanding the relationship between recruitment and promotions and employee performance, the Indonesian National Police Headquarters can design more professional, transparent, and accountable HR policies, thereby supporting the achievement of the institution's vision in a sustainable manner.

Recruitment Process

The recruitment process is the initial step that significantly determines the quality of human resources within an organization. According to Mathis and Jackson (2020), recruitment is the process of identifying and attracting qualified individuals to join an organization, with the goal of finding candidates who meet the organization's needs. Effective recruitment includes competency mapping, selecting selection methods, and implementing objective standards to identify the best candidates. This process goes beyond simply meeting the quantity of staff needed but also ensures the suitability of the candidate's competency, integrity, and motivation for the position. In the context of police institutions, recruitment becomes more complex because it must consider the psychological, physical, and moral integrity of prospective members (Dessler, 2020).

Furthermore, according to Armstrong (2014), competency-based recruitment can provide strategic benefits for organizations by increasing employee effectiveness, loyalty, and adaptability. A transparent and objective selection process also fosters a perception of fairness among prospective employees, positively impacting their motivation and commitment to the organization upon recruitment (Noe et al., 2017). Rivai (2021) added that recruitment tailored to job requirements minimizes mismatches between employee competencies and the tasks to be performed, thereby accelerating adaptation and optimal performance. This is relevant for the National Police Headquarters' human resources, as every employee recruited must be able to face the challenges of a dynamic and stressful job.

Furthermore, the theory by Gatewood, Feild, and Barrick (2016) emphasizes that the recruitment process is not only about initial assessment, but also serves as the foundation for long-term career development, where competent prospective employees are more easily guided, nurtured, and placed in strategic positions. Meanwhile, Dessler (2020) emphasizes the importance of integrating the recruitment process with performance management and job promotions to maintain employee performance sustainably. Thus, an appropriate recruitment process not only produces quality employees but also improves the overall effectiveness of the organization.

Job Promotion

Job promotion is an HR management tool that plays a role in increasing employee motivation, loyalty, and performance. Rivai (2021) defines promotion as the placement of employees in higher positions based on their performance, competency, and potential. This process not only rewards work achievements but also encourages employees to continuously improve their abilities and contributions. Robbins and Judge (2021) add that fair and transparent promotions can foster employee trust in the organization and reduce the risk of dissatisfaction or internal conflict.

According to Mangkunegara (2021), a meritocracy-based promotion system will place the most competent individuals in strategic positions, enabling the organization to achieve work effectiveness and efficiency. A well-planned promotion process also includes identifying high-

potential employees, conducting objective performance assessments, and providing career development opportunities, all of which directly impact employee performance. Sedarmayanti (2020) emphasized that clear and fair promotions motivate employees to innovate, be disciplined, and demonstrate optimal performance, especially in hierarchical work environments such as the police force.

Furthermore, Mathis and Jackson's (2020) theory states that appropriate job promotions influence employee job satisfaction and organizational commitment. A performance-based promotion process encourages employees to continuously assess their own performance and fosters a productive work culture. Armstrong (2014) adds that job promotions are a crucial strategy for retaining quality human resources, as employees who perceive career development opportunities are more motivated to improve their work quality. Therefore, job promotions are not merely an administrative mechanism but also a strategic tool for developing high-performing human resources.

Employee Performance

Employee performance is the work results achieved by an individual in accordance with the duties, responsibilities, and standards established by the organization. Mangkunegara (2020) defines performance as the quality and quantity of work results achieved by an employee in carrying out their duties. Wibowo (2020) states that performance reflects the level of employee success in achieving organizational goals. Meanwhile, Robbins and Judge (2019) view performance as a function of ability, motivation, and opportunity to work. In police organizations, the performance of administrative staff and career development is a crucial element in supporting the effectiveness of overall operational tasks.

Employee performance is influenced by various internal and external factors. According to Gibson et al. (2018), performance is influenced by individual, psychological, and organizational factors. Mathis and Jackson (2019) emphasize that competencies, reward systems, and career development opportunities play a significant role in shaping employee performance. Armstrong (2017) adds that human resource management practices, including recruitment and promotion, have a direct impact on individual performance. Therefore, performance does not stand alone but is the result of the integration of various managerial policies and practices.

From a modern performance management perspective, employee performance improvement must be systematic and sustainable. Wibowo (2020) states that effective performance management includes setting clear targets, objective performance measurement, and constructive feedback. This opinion is reinforced by Aguinis (2019), who emphasized that employee performance will be optimal if the organization is able to align individual goals with organizational goals. Therefore, the performance of staff at the Career Development Bureau of the Indonesian National Police Headquarters is greatly influenced by the effectiveness of the recruitment and promotion processes, which are implemented consistently and professionally.

METHOD

Types of research

This study uses a quantitative approach with a causal associative research method, which aims to analyze the influence of independent variables on the dependent variable empirically and measurably. The quantitative approach was chosen because it is able to explain the relationship between variables through hypothesis testing based on statistically analyzed numerical data (Sugiyono, 2020). According to Creswell (2018), quantitative research is very appropriate for testing established theories by measuring research variables and analyzing the causal relationship between them. In this study, the independent variables consist of the recruitment and promotion process, while the dependent variable is employee performance. The causal associative method is used to determine the extent to which changes in the recruitment

and promotion process can affect the performance of staff at the Career Development Bureau of the Indonesian National Police Headquarters, partially or simultaneously (Sekaran & Bougie, 2017).

Population and Sample

The population in this study was all 133 staff members of the Career Development Bureau of the Indonesian National Police Headquarters. The population is defined as all research subjects who have certain characteristics and are relevant to the research objectives (Sugiyono, 2020). Given the limited time and effectiveness of data collection, this study used a probability sampling technique, with a simple random sampling method, so that each member of the population has an equal opportunity to be selected as a respondent (Sekaran & Bougie, 2017). The number of samples used in this study was 100 people, which was considered to be representative of the population and met the principle of sample adequacy for inferential statistical analysis (Hair et al., 2019).

Method of collecting data

The data collection method in this study used a questionnaire as the primary instrument. A questionnaire is a data collection technique conducted by providing a set of written questions to respondents to answer objectively according to their perceptions and experiences (Sugiyono, 2020). According to Sekaran and Bougie (2017), questionnaires are effective in quantitative research because they can collect large amounts of data efficiently and in a standardized manner. The questionnaire in this study was constructed using a Likert scale to measure respondents' level of agreement with statements related to the recruitment process, job promotions, and employee performance. The use of a closed-ended questionnaire was chosen to facilitate statistical analysis of the data obtained and minimize respondent interpretation bias (Creswell, 2018).

Research Instruments

The research instrument used was a questionnaire developed based on indicators for each research variable. The recruitment process variable was measured through indicators of clarity of requirements, objectivity of selection, transparency of procedures, suitability of competencies, and fairness in the recruitment process (Hasibuan, 2019; Dessler, 2020). The job promotion variable was measured through indicators of promotion fairness, transparency of the promotion system, suitability of promotion to performance, career development opportunities, and recognition of work achievements (Rivai & Sagala, 2018; Robbins & Judge, 2019). Meanwhile, the employee performance variable was measured through indicators of work quality, work quantity, punctuality, responsibility, and ability to work together (Mangkunegara, 2020; Wibowo, 2020). All statement items were systematically arranged to reflect the actual conditions experienced by respondents in the work environment of the National Police Headquarters.

Data Analysis Methods

The data analysis method in this study used the Statistical Package for the Social Sciences (SPSS) version 29. Data analysis was carried out in stages, starting with data quality testing, which included validity and reliability tests, to ensure that the research instrument was able to measure variables accurately and consistently (Ghozali, 2021). Next, descriptive statistical analysis was conducted to describe the characteristics of respondents and the distribution of research data. Hypothesis testing was conducted using multiple linear regression analysis to determine the effect of the recruitment and promotion process on employee performance, both partially and simultaneously. According to Hair et al. (2019), multiple linear regression is an appropriate method for analyzing causal relationships between more than one

independent variable and one dependent variable. Decision-making is based on significance values, regression coefficients, and model feasibility tests, so that the research results have empirical strength and can be scientifically justified.

Validity Testing

$$r_{xy} = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{n(\sum X^2) - (\sum X)^2} \cdot \sqrt{n(\sum Y^2) - (\sum Y)^2}}$$

The basis for decision making in validity testing is as follows :

- 1) If the r value is positive and the r result is > r table , then the item or variable is valid.
- 2) If the r value is negative and r result < r table or r result is negative > r table then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results (r_{xy}) is greater than the table r value (5%).

Instrument Reliability Test

According to Arikunto (2020:221), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The formula used in this reliability test is as follows:

$$r_1 = \left[\frac{k}{(k-1)} \right] \left[\frac{S_t^2 - \sum p_i q_i}{S_t^2} \right]$$

The basis for decision making in the reliability test in this study is as follows:

- 1) If the r alpha value is positive and r alpha > r table , then the item or variable is reliable.
- 2) If the r alpha value is negative and r alpha < r table or r alpha is negative > r table , then the item or variable is not reliable.

Multiple Regression Analysis

Sugiyono (2019:277) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X₁ , and X₂), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows .

Hypothesis

Hypothesis 1

H₀₁: The recruitment process does not have a positive and significant effect on the performance of HR staff at the Indonesian National Police Headquarters.

H_{a1}: The recruitment process has a positive and significant effect on the performance of HR staff at the Indonesian National Police Headquarters.

Hypothesis 2

H₀₂: Job promotion does not have a positive and significant effect on the performance of HR staff at the Indonesian National Police Headquarters.

H_{a2}: Job promotion has a positive and significant effect on the performance of HR staff at the Indonesian National Police Headquarters.

Hypothesis 3

H₀₃: Job promotion and simultaneous Job Promotion do not affect the Performance of HR Staff of the Indonesian National Police Headquarters.

H_{a3}: Job promotion and Job Promotion simultaneously affect the Performance of HR Staff of the Indonesian Republic Police Headquarters.

F test

The F test is used to determine whether there is a simultaneous influence between the independent variables on the dependent variable. The F test formula according to Sugiyono (2019:190) is as follows:

$$F = \frac{R^2/k}{(1-R^2)/(n-k-1)}$$

Information:

F = F value (F count)

R² = Multiple correlation coefficient

K = Number of independent variables

n = Sample size

The basis for making the decision is as follows: 1) If F count < F table , then H₀ is accepted. 2) If F count > F table , then H₀ is rejected.

Coefficient of Determination

The definition of the coefficient of determination according to Andi Supangat (2018:350) is: " The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Mudrajad Kuncoro (2021:100) states that the coefficient essentially measures the model's ability to explain variation in the dependent variable. The coefficient of determination is between zero (0) and one (1). A small r² value indicates that the independent variables' ability to explain variation is very limited. A value close to one indicates that the independent variables provide almost all the information needed to predict variation in the dependent variable.

The magnitude of the relationship between the variables "X 1 " and "X 2 " with the variable "Y" can be determined by using the coefficient of determination analysis, which is obtained by squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with

the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

$$K_d = r^2 \times 100\%$$

Information:

Kd = Value of coefficient of determination
 r = Correlation coefficient value.

RESULTS AND DISCUSSION

t-test (Partial)

t- Test Results Table
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18,710	3,185		5,875	0.0 00
	Recruitment Process	0.202	0.069	0, 246	2,925	0.004
	Job Promotion	0, 407	0.068	0, 505	5,996	0.0 00

a. Dependent Variable: Employee Performance

Source: SPSS Data Processing 27, 2025

Based on the results of the t-test to determine the influence of each independent variable on Employee Performance , the following results were obtained: 1) Recruitment Process (X₁) The test results show a calculated t value of 2.925 > from the t table (1.985) with a significance level of <0.004. The significance value is smaller than 0.05, so H₀ is rejected and H₁ is accepted. Thus, it can be concluded that the Recruitment Process has a positive and significant effect on Performance Employees. This shows that a good recruitment process will significantly improve performance .

2) Job Promotion (X₂) The test results show a calculated t value of 5.996 > from the t table (1.985) with a significance level of <0.000. The significance value is smaller than 0.05, so H₀ is rejected and H₂ is accepted. Thus, it can be concluded that Job Promotion has a positive and significant effect on Performance Employees. This shows that if the level of job promotion is good , performance will increase significantly.

F Test (Simultaneous)

F Test Results Table

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	705,941	2	352,970	32,286	,000 ^b
	Residual	1028,619	97	10,604		
	Total	1734,560	99			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Recruitment Process, Job Promotion						
Source: SPSS Data Processing 27, 2025						

Based on the results of the F test, the calculated F value was 32.286 > f table 3.09 with a significance level of 0.000 (<0.05). This shows that The recruitment and promotion processes simultaneously have a positive and significant effect on employee performance . Therefore, the regression model used is suitable for explaining the influence of the independent variables on the dependent variable.

Coefficient of Determination Test (R²)

Table of Results of the Determination Coefficient Test (R ²)				
Model Summary ^b				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.638 ^a	0,407	0.395	3256
a. Predictors: (Constant), Recruitment Process, Job Promotion				
b. Dependent Variable: Employee Performance				
Source: SPSS Data Processing 27, 2025				

Based on the analysis results, the R Square (R²) value was obtained at 0.407 . This indicates that 40.7 % of the variation in Employee Performance can be explained by the Recruitment Process and Job Promotion variables , while the remaining 59.3 % is influenced by other variables outside this research model.

The Adjusted R Square value of 0.395 shows that after adjusting for the number of independent variables, the contribution of the two variables to Employee Performance is 39.5 %.

Influence of the Recruitment Process on Employee Performance

The results of the study indicate that the Recruitment Process has a positive and significant effect on Employee Performance. This finding indicates that the better and more selective the recruitment process implemented by the agency, the higher the employee performance will be. This is proven by the results of the hypothesis test which shows a t-statistic value of 2.925 which is greater than the t-table value of 1.985, with an influence coefficient of 0.202 and a P-value of 0.004 (<0.05). Thus, the hypothesis stating that the Recruitment Process has an effect on Employee Performance is declared accepted.

The results of this study align with human resource management theory, which states that recruitment is the initial process that significantly determines employee quality and performance. According to Mathis and Jackson (2020), systematic, competency-based recruitment will produce employees with high levels of ability, motivation, and work readiness, enabling them to deliver optimal performance. A similar view is expressed by Dessler (2020), who asserts that organizational success is greatly influenced by the accuracy of selecting individuals who align with job demands and organizational culture.

Furthermore, the results of this study align with previous research conducted by Pratiwi (2021), which found that a selective and objective recruitment process significantly impacts employee performance in government agencies. Research by Hidayat (2021) also shows that competency-based recruitment has a positive relationship with employee performance, as employees recruited according to their qualifications tend to be more productive and responsible in carrying out their duties. Therefore, the findings of this study further reinforce the importance of improving and strengthening recruitment systems to enhance employee performance.

The Influence of Job Promotion on Employee Performance

The results of the study indicate that Job Promotion has a positive and significant effect on Employee Performance. This finding indicates that the better the implementation of job promotions that are carried out fairly and objectively, the more employee performance will improve. This is proven by the results of the hypothesis test which shows a t-statistic value of 5.996 which is greater than the t-table value of 1.985, with an influence coefficient of 0.407 and a P-value of 0.000 (<0.05). Thus, the hypothesis stating that Job Promotion has an effect on Employee Performance is declared accepted.

The results of this study align with the theory proposed by Rivai (2021), who states that job promotions are a form of organizational recognition for high-achieving and potential employees, thereby increasing motivation, loyalty, and performance. Robbins and Judge (2021) also explain that clear and fair promotion opportunities can motivate employees to perform better due to the prospect of career advancement and recognition for their performance.

The findings of this study also align with previous research conducted by Rachmawati and Kurniawan (2020), which concluded that merit-based promotions significantly impact civil servant performance. Dewi's (2023) research further supports these findings, stating that promotions have a positive impact on employee performance because they can increase work motivation and a sense of fairness within the organization. Therefore, transparent and objective promotions have been shown to be a crucial factor in improving employee performance.

The Impact of Simultaneous Recruitment and Job Promotion Processes on Employee Performance

Based on the results of simultaneous testing, it can be concluded that the recruitment and promotion processes together have a significant influence on employee performance. This indicates that improved employee performance is not determined by a single factor, but rather is the result of an integration between a quality recruitment process and a fair, performance-based promotion system. Employees recruited through an appropriate selection process and then given objective promotion opportunities tend to have higher motivation, commitment, and performance.

The results of this study align with human resource management system theory, which emphasizes the importance of integrating recruitment and career development functions to improve organizational performance. According to Mathis and Jackson (2020), effective recruitment must be accompanied by a clear promotion and career development system to maximize employee potential sustainably. Sedarmayanti (2020) also emphasized that the

synergy between appropriate employee selection and merit-based promotion will create professional and highly competitive human resources.

Furthermore, the results of this study align with previous research conducted by Nugroho (2021), which concluded that simultaneous recruitment and promotion significantly impact employee performance quality. Yusuf's (2019) research also demonstrated that integrating recruitment, placement, and promotion can improve overall employee performance effectiveness. Therefore, these findings reinforce the argument that integrated recruitment and promotion management is a crucial strategy for improving employee performance within organizations, particularly in government agencies such as the National Police Headquarters.

CONCLUSION

Based on the research results, it can be concluded that the recruitment process has a positive and significant impact on employee performance. These findings indicate that recruitment carried out selectively, objectively, and based on competency can produce employees who are more prepared, professional, and who have a good match between their abilities and job demands. A good recruitment process is the main foundation in developing the quality of human resources, because from the initial stage, the organization has ensured that individuals recruited have optimal performance potential. These results reinforce the view that successful employee performance is largely determined by the organization's accuracy in selecting and placing human resources that align with the needs of the position and the institution's work culture.

Furthermore, this study also confirms that job promotions have a positive and significant impact on employee performance. Promotions implemented fairly, transparently, and based on merit have been shown to increase employee motivation, loyalty, and commitment to the organization. When employees perceive clarity and fairness in their career development, they are more likely to be motivated to improve their performance and demonstrate more professional work behavior. These findings demonstrate that job promotions are not merely a form of reward but also a strategic organizational tool for driving performance improvement and sustaining employee morale.

Overall, the research results indicate that the recruitment and promotion processes simultaneously play a significant role in improving employee performance. Optimal employee performance is the result of the integration of appropriate initial selection and a fair and planned career development system. Employees recruited through a quality process and then given objective promotion opportunities will have higher motivation, a sense of responsibility, and loyalty to the organization. These findings confirm that integrated human resource management, particularly through recruitment and promotion, is a key strategy in building professional and sustainable employee performance within the Human Resources Staff of the Indonesian National Police Headquarters.

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