



**DIJEMSS:**  
**Dinasti International Journal of Education  
Management and Social Science**

E-ISSN: 2686-6331  
P-ISSN: 2686-6358

<https://dinastipub.org/DIJEMSS> ✉ [dinasti.info@gmail.com](mailto:dinasti.info@gmail.com) ☎ +62 811 7404 455

DOI: <https://doi.org/10.38035/dijemss.v6i2>  
<https://creativecommons.org/licenses/by/4.0/>

## The Effect of Recruitment, Selection, and Training on Employee Performance at PT Darium Abadi

Dwi Utami<sup>1</sup>, Hendra Galuh<sup>2</sup>, Abdul Rauf<sup>3</sup>, Atik Atikah<sup>4</sup>, Yanthi Meitry Gunawan<sup>5</sup>

<sup>1</sup>Universitas Muhammdiyah Tangerang, Tangerang, Indonesia, [dwikuliah93@gmail.com](mailto:dwikuliah93@gmail.com)

<sup>2</sup>Universitas Muhammdiyah Tangerang, Tangerang, Indonesia, [hendra@umt.ac.id](mailto:hendra@umt.ac.id)

<sup>3</sup>Universitas Muhammdiyah Tangerang, Tangerang, Indonesia, [abdulrauff1975@gmail.com](mailto:abdulrauff1975@gmail.com)

<sup>4</sup>Universitas Muhammdiyah Tangerang, Tangerang, Indonesia, [atikatikah4343@gmail.com](mailto:atikatikah4343@gmail.com)

<sup>5</sup>Universitas Muhammdiyah Tangerang, Tangerang, Indonesia, [yanthimeitry46@gmail.com](mailto:yanthimeitry46@gmail.com)

Corresponding Author: [dwikuliah93@gmail.com](mailto:dwikuliah93@gmail.com)

**Abstract:** The purpose of the study was to determine the effect of Recruitment, Selection, and Training on Employee Performance at PT Darium Abadi, partially or simultaneously. Research using associative methods with a quantitative approach. The sample was 94 people. Data collection techniques and tools with questionnaires. Inferential statistical analysis techniques for hypothesis testing. Data processing with SPSS version 25. Research results (1) Recruitment has a positive and significant impact on employee performance. A good recruitment process helps companies find employees who fit their needs, thereby improving overall performance. (2) Selection shows a positive and significant influence on employee performance. A careful selection process ensures only candidates who meet the criteria are accepted, thereby increasing work effectiveness and productivity. (3) Training exerts the most positive influence on employee performance. Structured training helps improve employees' technical skills, efficiency, and motivation, which has a direct impact on work quality and productivity. (4) Simultaneously, the three variables have a positive and significant effect on employee performance. This research confirms the importance of integrated HR management to achieve optimal employee performance. Recruitment, selection, and training are three key elements that are interrelated in influencing employee performance at PT Darium. These three processes work in concert

**Keyword:** Employee Performance, Recruitment, Selection, Training.

### INTRODUCTION

Human resources (HR) are a vital resource for any organization, and adequate HR management can help an organization achieve its goals and objectives (Elrehail et al., 2020). Human capital (HR) is considered the most important asset supporting corporate culture, productivity, and innovation. Effective people management enables companies to recruit, develop, and retain the right talent to achieve long-term success (Domínguez-Falcón et al., 2016).

High performance is the main focus because it not only reflects the individual's ability to carry out tasks but also contributes to the achievement of organizational goals. (Gupta & Jangra, 2024). High-performing employees have the skills, commitment, and motivation to innovate and face challenges. The case study of PT Darium Abadi, a manufacturer and seller of electric water pumps, confirms the importance of high performance in supporting production efficiency, product innovation, and optimal customer service to achieve the company's vision and mission.

Employee performance at PT Darium Abadi is currently still not as expected, where the results of employee work that have been targeted by the company have not been fully achieved over the past 1 year, the following is data on the performance of PT Darium Abadi employees during 2023.

**Table 1. Employee Performance Achievement of PT Darium Abadi, Year 2023**

Month	Production Target	Target Achievement	Percentage
January	15000	8120	54%
February	15000	8750	58%
March	15000	8921	59%
April	15000	9120	61%
May	15000	8225	55%
June	15000	7821	52%
July	15000	7994	53%
August	15000	8432	56%
September	15000	9181	61%
October	15000	13201	88%
November	15000	10111	67%
December	15000	9643	64%

Source: Production department, PT Darium Abadi, 2024.

The achievement trend from the table on employee performance achievements at PT Darium Abadi shows that achievements tend to increase over time, with October reaching the highest achievement (88%) but still not reaching the set target. The monthly performance, some months, such as January to June, showed achievements below 60%, while October and September showed a significant increase, but decreased again, and for one year (2023) the achievement of employee performance did not meet the target.

Employee performance at PT Darium Abadi is influenced by the quality of human resources, recruitment and selection processes, and training programs. The lack of employee skills and knowledge, coupled with an ineffective recruitment process, leads to a mismatch of candidates with the needs and culture of the company. This results in low productivity, high recruitment costs, and decreased team synergy.

Effective recruitment process, (Montague et al., 2016), should involve extensive marketing strategies, standardized selection, and data-driven assessments to secure quality talent. A thorough evaluation of the system is necessary to improve recruitment outcomes and enhance organizational performance.

Apart from recruitment, effective training is also crucial. A well-designed training program improves employees' technical skills, confidence, and motivation. However, PT Darium Abadi faces challenges such as a lack of program structure, lack of effectiveness evaluation, inadequate facilitators, low participation, and mismatch of training materials with job requirements.

Suggested solutions include developing relevant training programs, a clear evaluation system, and investing in quality facilitators. (Song et al., 2023). With this approach, PT Darium Abadi is expected to increase employee competence, team productivity, and optimal achievement of organizational goals. Penelitian ini berfokus pada pengaruh rekrutmen, seleksi, dan pelatihan terhadap kinerja karyawan di PT. Darium Abadi. Based on the literature review,

emphasized the importance of relevant training to improve skills, motivation, and job satisfaction. Another study (Nirwana & Yeni, 2023) shows that systematic and objective recruitment and selection contribute significantly to employee performance and trust in management.

Research (Turner et al., 2021) underscores that alignment of organizational culture with employee values during the recruitment process improves retention and performance. However, (Smith & Lewis, 2019) and (Johnson et al., 2021) found that in small firms, the impact of less formal recruitment and selection on employee performance can be insignificant, highlighting the importance of other factors such as experience and training.

(Khan et al. 2020) (Kirkpatrick & Kirkpatrick, 2016) confirmed that structured training increases productivity and the application of skills in the workplace. On the other hand, research (Karim & Shah, 2023) also (Gonzalez & Spencer, 2020) shows that irrelevant training, inadequate facilities, and low motivation can hinder their effectiveness. (Sulaiman et al., 2024) Also noted is the mismatch of training materials with job needs as a barrier to performance improvement.

Based on the description of the phenomenon, the decline in performance at PT Darium Abadi is suspected to be caused by a non-optimal recruitment and selection process and ineffective training. Therefore, the formulation of the problem in this study: Is there an effect of recruitment, selection, and training on employee performance, both partially and simultaneously at PT Darium Abadi?

## METHOD

The research method used is associative causal. (Sugiyono, 2019) explains that associative research examines the relationship between two or more variables, while the causal relationship highlights the cause-and-effect relationship between the independent variable (which affects) and the dependent variable (which is affected). Meanwhile, the approach used is a quantitative approach to measure and analyze the relationship between the variables studied statistically. According to (Kuncoro, 2020), the quantitative approach aims to describe and explain the phenomena that occur through data that can be measured.

The causal relationship between independent (influencing) and dependent (influencing) variables can be seen in the following research design drawing:

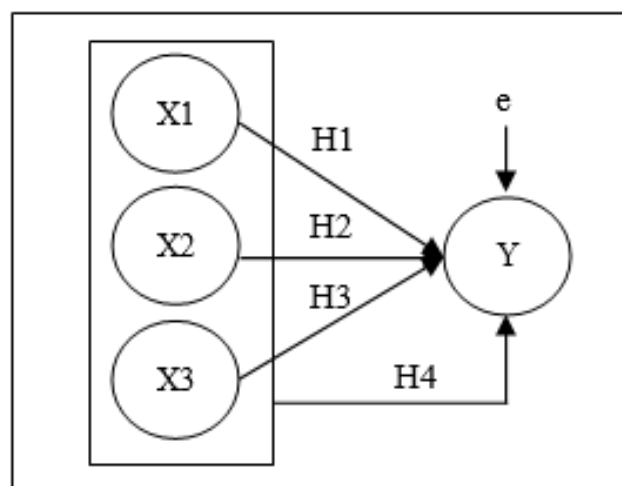


Figure 1. Research design

In this study, the sample used in this study was 64 employees at PT Darium Abadi, with a census technique. The data analysis method in this study is assisted by using statistical software, namely SPSS V.25, while the data analysis technique is by using double regression,

which is a technique able to determine the correlation between a criterion variable and a combination of two or more predictor variables.

In that regression, prediction errors can be minimized, because in the prediction other variables (factors) that are influential in the prediction are included. The general form of this multiple regression analysis is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Description:

Y = Predicted Employee Performance

X1 = Recruitment

X2 = Selection

X3 = Training

a = Constant Value

e = error

Then the coefficient of determination test to determine the percentage contribution of the influence of the independent variables simultaneously on the dependent variable. The formula for finding the coefficient of determination with three independent variables is:

$$KD: r^2 \times 100\%$$

Meanwhile, the hypothesis test looks at the probability value determined at 5% or 0.05 in the SPSS output, to decide whether to reject or accept the null hypothesis (Ho):

H<sub>0</sub> = If the significance probability value > 0.05 (95% confidence level) then the null hypothesis (Ho) is accepted and the alternative hypothesis (Ha) is rejected.

H<sub>a</sub> = If the significance probability value <0.05 (95% confidence level) then the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted.

## RESULTS AND DISCUSSION

The coefficient of determination test is carried out to determine how much influence the independent variable has on the dependent variable.

**Table 2. Test Coefficient of Determination**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,707 <sup>a</sup>	,500	,475	3,711

a. Predictors: (Constant), Training (X3), Selection (X2), Recruitment (X1)

b. Dependent Variable: Employee Performance (Y)

Source: SPSS Output, Research 2024

The SPSS output in Table 2 above obtained an Adjusted R Square value of 0.475 then multiplied by 100% according to the coefficient of determination test formula ( $r^2 \times 100\%$ ), so that the result was 47.5%. Thus the magnitude of the contribution of Selection to Employee Performance is 47.5%, while the remaining 52.5% is influenced by other variables not examined (epsilon).

To determine the level of significance of the influence between Recruitment (X1), Selection (X2) Training (X3) on Employee Performance (Y), significance testing is carried out based on the regression test.

**Table 3. Partial t-Test**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10,786	2,692		4,006	,000

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Recruitment (X1)	,264	,101	,257	2,601	,012
Selection (X2)	,283	,099	,280	2,853	,006
Training (X3)	,465	,119	,410	3,912	,000

a. Dependent Variable: Employee Performance (Y)  
 Source: SPSS Output, Research 2024

To test the hypothesis simultaneously between Recruitment (X1), Selection (X2), and Training (X3) on Employee Performance, the following are the output results of SPSS version 25:

**Table 4. Uji F**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	825,503	3	275,168	19,977	,000 <sup>b</sup>
	Residual	826,434	60	13,774		
	Total	1651,937	63			

a. Dependent Variable: Employee Performance (Y)  
 b. Predictors: (Constant), Training (X3), Selection (X2), Recruitment (X1)  
 Source: SPSS Output, Research 2024.

Based on the SPSS output in table 4, column F, the calculated F value is  $19.977 > F$  table 3.14, probability (sig.F change) =  $0.000 < 0.05$ , it can be concluded that Recruitment, Selection, and Training simultaneously have a significant effect on Employee Performance at PT Darium Abadi.

**Effect of Recruitment (X1) on Employee Performance (Y)**

Based on Table 3 of the SPSS output, the results of the Recruitment research have a positive coefficient value (0.264) which means that Recruitment has a positive influence, so the higher the Recruitment at PT. Darium Abadi can improve Employee Performance. The effect of Recruitment is significant on Employee Performance, this can be seen from the significance value of Recruitment of  $0.012 < 0.05$ . Recruitment can project employee performance with positive changes, the higher recruitment can increase employee performance. And Recruitment has a significant effect. Thus recruitment has a very important role in influencing employee performance at PT Darium, a company engaged in the production of pumping machines. A good recruitment process will ensure that the company can find individuals with skills and competencies that match the needs of the job, to support the overall performance of the company. At PT Darium, effective recruitment starts with a clear understanding of the position required, both technical and non-technical. A rigorous and competency-based selection process allows the company to identify prospective employees who not only have the technical skills required in pump machine production, but also can work in a team, manage time, and adapt to change. The results of this study are in line with those conducted by (Supriyadi, M., 2020), (Lina, 2020), (Pipit Fitriyadi et al., 2024), and (Alwi & Sugiyono, 2019) that recruitment has a significant effect on employee performance.

**The Effect of Selection (X2) on Employee Performance (Y)**

In this study based on Table 3 SPSS output, selection has a positive influence seen from the regression coefficient value of 0.283, this shows that the higher the employee selection can improve employee performance, and selection on employee performance has a significant effect with a significance value of  $0.006 < 0.05$ . Good selection can significantly improve employee performance in employees of PT Darium Abadi Employee selection at PT Darium, a company engaged in the production of pumping machines, has a significant effect on employee performance. A selection process that is carried out carefully and carefully aims to

select individuals who have the competencies, skills, and attitudes that match the needs of the company. Therefore, proper selection will ensure that employees who are hired can perform their duties effectively and contribute maximally to the company's goals. At PT Darium Abadi, employee selection not only assesses technical qualifications, such as expertise in machinery or production techniques, but also soft skills aspects such as the ability to work in teams, effective communication, and leadership. This selection process, which is based on an in-depth analysis of competencies, ensures that hired employees can work efficiently in the pumping machine production process, which requires high accuracy and problem-solving skills. The results of this study are also in line with the results of research conducted by (Supriyadi, M., 2020); and (Pipit Fitriyadi et al., 2024) that selection has a significant effect on employee performance.

### **The Effect of Training (X3) on Employee Performance (Y)**

Based on Table 3 SPSS output, the results of the training research have a positive coefficient value (0.465) which means that training has a positive influence, so the higher or better the implementation of training at PT Darium Abadi can improve employee performance. The effect of training is significant on employee performance, it can be seen from the significance value of training of  $0.000 > 0.05$ . Training has a large contribution to employee performance at PT Darium Abadi, a company engaged in the production of pumping machines. Through structured and directed training, employees can gain new knowledge and skills relevant to their duties and responsibilities, thus improving the quality and efficiency of their work. At PT Darium Abadi, training is focused on developing technical skills needed in the pumping machine production process, such as machine operation, maintenance, and technical troubleshooting. In addition, training also includes the development of soft skills, such as communication, leadership, and time management, which are crucial in improving the effectiveness of teamwork and coordination between departments. Ongoing training enables employees to stay abreast of the latest technology and production methods. This is especially important in the manufacturing industry, where technological advancements can affect product quality and the efficiency of the production process. Well-trained employees can increase productivity, reduce errors, and speed up task completion, which in turn contributes to improving the quality of pump machines produced by the company.

Furthermore, effective training can increase employee motivation and job satisfaction. When companies provide relevant and useful training, employees feel valued and allowed to grow. This will increase employee loyalty and lower turnover rates, ultimately strengthening the company's long-term performance. This research is in line with research conducted by (Prasetyo, B., 2021), (Lintang et al., 2023) (Arsid, 2022) that training has a significant effect on employee performance.

### **Effect of Recruitment (X1), Selection (X2), and Training (X3) simultaneously on Employee Performance (Y)**

One of the management efforts in improving Employee Performance needs to pay attention to Recruitment (X1), Selection (X2), and Training (X3). Combining the variables Recruitment (X1), Selection (X2), and Training (X3) can simultaneously affect Employee Performance (Y). Recruitment (X1), Selection (X2), and Training (X3) can project Employee Performance (Y) with an influence that can be seen from the equation  $Y = 10.786 + 0.264X1 + 0.283X2 + 0.465X3 + e$  which means that the higher the Recruitment, Selection, and Training, the higher the Employee Performance, Recruitment, selection, and training are three key elements that are interrelated in influencing employee performance at PT Darium, which is engaged in the production of pumping machines. These three processes work continuously to ensure that employees involved in the production of pumping machines have the

competencies and skills needed to achieve optimal performance. This research is also in line with the results of research conducted by (Supriyadi, M., 2020), (Nirwana & Yeni, 2023), (Lina, 2020), (Pipit Fitriyadi et al., 2024), (Lintang et al., 2023), (Arsid, 2022) and (Alwi & Sugiyono, 2019), that Recruitment, Selection and Training have a significant effect on Employee Performance. Recruitment Selection and Training has a contribution of 47.5%, while the remaining 52.5% is influenced by other variables not examined which are called epsilon, namely other factors that affect employee performance but are not examined in this study.

## CONCLUSION

Recruitment has a positive and significant influence on employee performance so the higher or better the implementation of recruitment can improve employee performance. Recruitment has a very important role in influencing employee performance at PT Darium, a company engaged in the production of pumping machines. A good recruitment process will ensure that the company can find individuals with skills and competencies that match the needs of the job so that it can support the overall performance of the company.

Selection has a positive and significant influence on Employee Performance. A good selection can significantly improve the Employee Performance in employees of PT Darium Abadi. Employee selection at PT Darium, a company engaged in the production of pumping machines, has a positive and significant influence on employee performance.

Training has a positive and significant influence so the higher or better the implementation of training at PT Darium Abadi can improve employee performance. The effect of training has a positive and significant on employee performance. Training has a major contribution to employee performance at PT Darium Abadi, a company engaged in the production of pumping machines. Through structured and directed training, employees can gain new knowledge and skills relevant to their duties and responsibilities, thereby improving the quality and efficiency of their work.

One of the management efforts in improving Employee Performance needs to pay attention to Recruitment (X1), Selection (X2), and Training (X3). Combining the variables Recruitment (X1), Selection (X2), and Training (X3) can simultaneously affect Employee Performance (Y).

## REFERENCES

- Alwi, M., & Sugiyono, E. (2019). PENGARUH REKRUTMEN, PENEMPATAN KERJA DAN KOMPENSASI TERHADAP KINERJA KARYAWAN PT INDOTURBINE JAKARTA PUSAT. *Jurnal Manajemen Oikonomia*.
- Arsid, Moh. S. (2022). OPTIMALISASI PERAN DISIPLIN DAN PELATIHAN KERJA DALAM UPAYA MENINGKATKAN KINERJA. In *SCIENTIFIC JOURNAL OF REFLECTION: Economic, Accounting, Management and Business* (Vol. 5, Issue 1).
- Elrehail, H., Harazneh, I., Abuhjeeleh, M., Alzghoul, A., Alnajdawi, S., & Ibrahim, H. M. H. (2020). Employee satisfaction, human resource management practices and competitive advantage: The case of Northern Cyprus. *European Journal of Management and Business Economics*, 29(2), 125–149. <https://doi.org/10.1108/EJMBE-01-2019-0001>
- Gonzalez, R., & Spencer, J. (2020). "Efektivitas pelatihan dan kinerja karyawan: Tinjauan terhadap hambatan." *Jurnal Pelatihan dan Pengembangan*, 5(4), 22-33.
- Gupta, A., & Jangra, S. (2024). Green human resource management and work engagement: Linking HRM performance attributions. *Sustainable Futures*, 7, 100174. <https://doi.org/10.1016/J.SFTR.2024.100174>.
- Johnson, R., Smith, T., & Brown, L. (2021). *Strategic Management: Concepts and Cases*. Pearson Education.

- Khan, A., Ahmad, R., & Zaman, T. (2020). The impact of training on employee performance: A case study of SMEs in Malaysia. *International Journal of Business Management*, 15(3), 45–58.
- Kirkpatrick, D. L., & Kirkpatrick, J. D. (2016). *Evaluating the effectiveness of training programs: A case study in the banking sector*. Berrett-Koehler Publishers.
- Kuncoro, M. (2020). Metode Riset untuk Bisnis dan Ekonomi. Erlangga.
- Lina, R. (2020). PENGARUH REKRUTMEN TERHADAP KINERJA KARYAWAN. *SCIENTIFIC JOURNAL OF REFLECTION: Economic, Accounting, Management and Business*, 3(3), 281–290. <https://doi.org/10.5281/zenodo.3930694>
- Lintang, B. A., Joni, Y. P., & Endah, K. R. (2023). ANALISIS KINERJA PEGAWAI YANG DIPENGARUHI KOMUNIKASI, PELATIHAN KERJA DAN BUDAYA ORGANISASI MELALUI KEPUASAN KERJA SEBAGAI INTERVENING PADA LEMBAGA PEMBINAAN KHUSUS ANAK LOMBOK TENGAH. In *JOURNAL OF REFLECTION: Economic, Accounting, Management and Business* (Vol. 6, Issue 2).
- Montague, A., Larkin, R., & Burgess, J. (2016). Where was HRM? The crisis of public confidence in Australia's banks. *Asia Pacific Human Resource Management and Organisational Effectiveness: Impacts on Practice*, 67–86. <https://doi.org/10.1016/B978-0-08-100643-6.00004-X>
- Nirwana, I., & Yeni, A. (2023a). Pengaruh Proses Rekrutmen dan Seleksi Terhadap Kinerja Karyawan di PT AIC JAYA Kota Sawahlunto. In *Jurnal Penelitian Ekonomi Manajemen dan Bisnis (JEKOMBIS)* (Vol. 2, Issue 1).
- Nirwana, I., & Yeni, A. (2023b). Pengaruh Proses Rekrutmen dan Seleksi Terhadap Kinerja Karyawan di PT AIC JAYA Kota Sawahlunto. In *Jurnal Penelitian Ekonomi Manajemen dan Bisnis (JEKOMBIS)* (Vol. 2, Issue 1).
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). *Fundamentals of Human Resource Management* (8th ed.). McGraw-Hill Education.
- Pancasasti, R (2023) The Effect of Recruitment and Selection on The Performance of Technician Employees. *Management Science Research (MSR) Journal*, 2 (2) ISSN: 2828-4216
- Pipit Fitriyadi, E., Kustini, E., Rahma Putri, A., & Dwi Pratama, G. (2024a). DAMPAK REKRUTMEN DAN PELATIHAN KERJA TERHADAP KINERJA KARYAWAN: Studi Kasus PT Kinarya Anak Negeri (Klenger Burger) (Vol. 7, Issue 3).
- Pipit Fitriyadi, E., Kustini, E., Rahma Putri, A., & Dwi Pratama, G. (2024b). DAMPAK REKRUTMEN DAN PELATIHAN KERJA TERHADAP KINERJA KARYAWAN: Studi Kasus PT Kinarya Anak Negeri (Klenger Burger) (Vol. 7, Issue 3).
- Prasetyo, B. (2021). Pelatihan dan Kinerja Karyawan: Studi Kasus di Sektor Jasa. *Jurnal Ekonomi dan Bisnis*, 6(1), 45-52.
- Song, K., Guo, M., Chu, F., Yang, S., & Xiang, K. (2023). The influence of perceived Human Resource strength on safety performance among high-speed railway drivers: The role of organizational identification and psychological capital. *Journal of Safety Research*, 85, 339–347. <https://doi.org/10.1016/j.jsr.2023.04.001>
- Smith, W. K., & Lewis, M. W. (2019). *Exploring Paradox: Integrating Contradictions in Organizations*. Oxford University Press.
- Sulaiman, J., Hanum, Z., Tinggi, S., & Sukma, I. M. (2024). *Jurnal Akuntansi, Manajemen dan Ilmu Ekonomi (JASMIEN) ANALISIS PENGARUH PELATIHAN DAN MOTIVASI TERHADAP KINERJA KARYAWAN PADA PT. PANEN LESTARI INTERNUSA Sekolah*



*Tinggi Ilmu Manajemen Sukma Politeknik LP3I Medan.*  
<https://doi.org/10.54209/jasmien.v4i04.533>

Supriyadi, M. (2020). Pengaruh Rekrutmen dan Seleksi terhadap Kinerja Karyawan. *Jurnal Manajemen Sumber Daya Manusia*, 5(2), 123-130.

Turner, N., Barling, J., Dawson, J. F., Deng, C., Parker, S. K., Patterson, M. G., & Stride, C. B. (2021). Human resource management practices and organizational injury rates. *Journal of Safety Research*, 78, 69–79. <https://doi.org/10.1016/J.JSR.2021.06.003>