

THE INFLUENCE OF THE RECRUITMENT AND SELECTION PROCESS ON EMPLOYEE PERFORMANCE AT THE DONGGALA DISTRICT BALITBANGDA OFFICE

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Abstract

This study aims to examine the impact of the recruitment and selection process on employee performance at the Balitbangda Office of Donggala Regency. This study uses an associative quantitative method involving 40 employees selected through a saturated sampling technique. Data collection was carried out through questionnaires and analysis was carried out using multiple linear regression using SPSS version 23. The findings show that recruitment has a positive and significant impact on employee performance, with a significance value of 0.004. Meanwhile, selection also shows a positive and significant impact with a significance value of 0.005. Simultaneously, recruitment and selection show a significant influence on employee performance with a significance value of 0.000 and an R Square of 0.823, which means that both variables can explain 82.3% of the variation in performance. The results of this study are in line with the existing situation at Balitbangda, where there are problems such as delays in research reports and competency mismatches among employees. Therefore, it is important to improve competency-focused recruitment and conduct objective and transparent selection so that employee productivity and professionalism can be increased. The findings of this study are expected to provide input for Balitbangda in improving human resource management policies.

Keywords: *Balitbangda, Employee Performance, Recruitment, Selection, Human Resources*

INTRODUCTION

Human resources play a vital role in achieving organizational goals, including in government institutions such as the Donggala Regency Research and Development Agency (Balitbangda) office. In carrying out their research and development duties, staff must not only possess technical expertise but also uphold integrity, professionalism, and loyalty to their responsibilities. To obtain qualified human resources, the recruitment and selection stages are vital determining factors. Dessler (2023) explains that recruitment is the process of finding and attracting qualified job applicants, while selection is the process of choosing the best individuals from among the applicants, based on criteria determined by the organization. Recruitment and selection are not merely administrative steps to fill positions, but rather a crucial part of building a strong foundation for organizational performance. This stage is vital to ensuring that individuals are hired not only in terms of qualifications but also in terms of ethics, motivation, and alignment with the institution's values. Rawung et al. (2023) state that alignment between an employee's personal values and the organization's values plays a crucial role in creating commitment and optimal performance. Therefore, recruitment and selection must be an objective, professional process that reflects the organization's culture.

The phenomenon observed in various government agencies, including the Donggala Regency Research and Development Agency (Balitbangda), indicates that delays in completing research reports persist, preventing the results from being readily used as a basis for decision-making. Furthermore, implementation of research findings is often slow, with recommendations that should assist in formulating regional policies often delayed. Research budget management has not been fully implemented, as discrepancies exist between initial plans and actual budget utilization. Furthermore, gaps in employee skills persist, meaning employees are not placed in the appropriate areas of expertise. This is thought to be the result of a recruitment and selection process that is not entirely objective and is still influenced by non-professional factors, such as personal relationships and limited

competency measurement tools. This can result in a workforce that is poorly matched to job requirements. According to Rusli and Mubarok (2021), high turnover rates and mismatched employee competencies can be indicators of weak recruitment and selection systems in public organizations. Signs of poor employee performance can be seen in several ways, such as the lack of punctuality in completing research reports, slow action following study results, and ineffective use of regional research budgets. This indicates weaknesses in human resource output that can be traced back to the recruitment and selection process. According to Suci Nuralita et al. (2025), employee performance can be seen from five main indicators: work quality, work quantity, timeliness, effectiveness, and reliability. If the recruitment and selection process does not pay attention to the match between individual competencies and job requirements, the work results will not be optimal.

Various studies have shown that effective recruitment and selection processes significantly impact both individual and organizational performance. Basalamah (2024) emphasized that employee selection based not only on technical skills but also on positive work values and attitudes will support long-term and stable performance. Therefore, it is crucial for organizations to create selection processes that include evaluations of work ethic, teamwork, and adaptability to workplace challenges. However, there is a lack of research related to the context of local government institutions such as Balitbangda. Most previous works have focused more on the private sector, the halal industry, or institutions founded on Islamic values. Research directly examining the relationship between recruitment and selection on the performance of civil servants in local government is still very limited (Putra & Lutfi, 2024). In fact, the success of implementing bureaucratic reform in the regions depends heavily on the effectiveness of human resource management, particularly in terms of new employee intake (recruitment) and quality control (selection). This research is essential to address the existing information gap and provide concrete data on the impact of the recruitment and selection process on employee performance at the Donggala Regency Research and Development Agency (Balitbangda). By understanding the extent to which recruitment and selection quality can support improved employee performance, the agency can improve its human resource policies, including assessment systems, hiring procedures, and post-recruitment development.

LITERATURE REVIEW

Recruitment

According to Dessler (2023) defines employee recruitment as a series of actions that attract specific individuals to apply for and participate in job openings within an organization. Recruitment is a decision in human resource management planning regarding how many employees are needed, when to recruit, and the criteria employees must meet within an organization. Recruitment is the process of identifying and attracting potential candidates who are suitable to meet the organization's workforce needs (Suci Nuralita et al., 2025). This process is carried out to find and attract applicants who meet the criteria so they can be selected for existing positions. This recruitment activity will generate the number of applicants who will take part in the selection process. Successful recruitment requires accurate and continuous information about the number and qualifications of people needed to carry out various tasks within an organization. According to Idris (2025), a transparent recruitment process can increase efficiency and organizational trust in prospective employees. Through technological support such as blockchain, candidate data verification can be carried out automatically, thereby accelerating the search for qualified workers and reducing the risk of information manipulation.

Recruitment Indicators

Recruitment indicators according to Dessler, (2023):

1. Recruitment planning
Efforts to find workforce needs through workload analysis and research areas under development.
2. Determination of job qualifications
Establishing criteria for education, experience, and technical expertise required to support research activities and local program management.
3. Transparency and accessibility of job vacancy information
Announcements about recruitment must be made through the official channels of the institution so that everyone in society can get equal access without any discrimination.
4. Recruitment methods and media
The means or methods used (such as official government websites, internal announcements, or collaboration with educational institutions) to find competent prospective employees.
5. Efficiency and timeliness of the recruitment process

Adherence to the schedule in the recruitment process, from the announcement to the final selection stage, is important to avoid vacant positions that could disrupt research activities.

6. Suitability of applicants to job requirements
The level of suitability of the applicant's technical skills and characteristics with the position criteria in the fields of research, research administration, and regional development.
7. Evaluation of recruitment results
The process of reviewing the results of previous recruitment efforts aims to evaluate how effective the recruitment method is and how well the new employees perform.

Selection

A company's departmental policy regarding employee placement in relation to their classification, abilities, and credentials is called Simbolon selection in (Rohmah & Wilandari, 2023). In many aspects of life, including in the process of recruiting employees, selection is carried out to determine the most appropriate individual or element or in accordance with specific goals or needs. According to Hadiati et al., (2025), one important factor in the selection process is the choice of methods that can reduce bias and increase objectivity, such as structured interviews and skills tests. In addition, the adaptation of technology in the recruitment and selection process such as the use of application processing software also makes it easier to reach a wider range of candidates and increases efficiency. According to Idris, (2025), objective selection plays an important role in ensuring the suitability of candidates to the needs of the organization. The implementation of technology-based systems can reduce bias in the assessment process, strengthen the principle of meritocracy, and provide a fairer basis for making recruitment decisions.

Selection Indicators

Selection indicators include how well the applicant's knowledge, skills, and abilities match the job criteria, how well those criteria match the working conditions, and how well those values match the applicant's individual beliefs. The indicators used for selection are Ismail, et.al, (2023):

1. Experience
Applicants with a suitable work background are required to meet these criteria so that the recruitment manager can make the right decision regarding the duties and responsibilities of prospective employees, and to help new employees adapt more quickly.
2. Written test
A candidate's knowledge or information can be assessed through a written exam. The information tested should align with the skills required to perform the job.
3. Interview

One method of determining a candidate's suitability is to hold a formal, detailed discussion with them.

Employee performance

Performance is the work results in terms of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to them. Suci Nuralita et al., (2025) Performance is the work results produced by individuals or groups in an organization called performance. This performance is related to the rights and duties held by each person. The main objective of performance is to help the organization achieve its predetermined goals, in a legal manner, without violating the law, and following applicable norms and ethics. Hasanah et al., (2024) explain that employee performance can be measured through aspects of quality, quantity, work time, and cooperation. Good performance will be seen from the employee's ability to complete tasks effectively, on time, and be able to work together harmoniously with colleagues. In line with that, Lamusa et al., (2022) emphasized that employee performance is not only determined by individual abilities, but also by organizational commitment, the work environment, and a supportive managerial system. Improved performance will be achieved if employees have high motivation, competencies that are appropriate to their jobs, and are supported by a conducive and transparent organizational climate.

Employee Performance Indicators

According to Mangkunegara, (2021) there are five main indicators for measuring individual employee performance, namely:

1. Quality of work

Assessing how well and accurately an employee's work compares to established standards. High-quality performance can reduce errors, which can contribute to a company's success.

2. **Quantity of work**
Assesses how much work an employee completes within a specified time. A high volume of work produced indicates a good level of productivity.
3. **Punctuality**
Assess employees' ability to complete work within the allotted time. Punctuality indicates their efficiency and discipline at work.
4. **Effectiveness**
Assessing how well employees can achieve predetermined goals by making the best use of available resources. Effectiveness indicates the ability to use time and resources efficiently.
5. **Reliability**
Assessing how well employees can be trusted to carry out their duties and responsibilities. Reliability demonstrates consistency and responsibility in work.

The Relationship between the Recruitment Process and Employee Performance

The recruitment process plays a crucial role in determining the quality of human resources within an organization because it enables the institution to acquire prospective employees who align with the organization's job requirements and values. Well-designed recruitment produces employees with abilities and character aligned with the organization's goals. According to Dessler (2023), recruitment is a strategic process for attracting qualified individuals who meet specific qualifications to join the organization. A systematic process, including workforce needs analysis and rigorous initial screening, ensures that employees are recruited with the skills needed to meet job requirements. Conditions at the Donggala Regency Research and Development Agency (Balitbangda) Office indicate that less selective recruitment leads to a mismatch between employee competencies and assigned responsibilities, impacting work effectiveness and delaying the completion of research reports. Recruitment that considers competency, experience, and work motivation will drive increased employee productivity and work outcomes. Theoretically, the better the recruitment process, the higher the employee performance.

The Relationship Between Selection and Employee Performance

Selection is a crucial stage that determines the final quality of the workforce recruited by an organization. According to Hadiati et al. (2025), an objective and measurable selection process serves to select prospective employees who best meet the organization's needs based on competency, personality, and work potential. Effective selection not only assesses technical abilities but also considers integrity, discipline, and suitability to the institution's work culture. Selection that is subjective or influenced by personal relationships can reduce performance quality because the employees recruited may not possess the skills appropriate to the position they hold. Conversely, selection based on meritocracy and performance indicators produces employees who are professional, responsible, and highly productive. Theoretically, the better the selection system implemented, the greater the organization's chances of obtaining competent employees capable of delivering optimal work results.

The Relationship between Recruitment and Selection Processes and Employee Performance

Recruitment and selection are two interrelated processes in human resource management because they determine the quality of employees who will work in an organization. Well-designed recruitment produces potential employee candidates, while objectively implemented selection ensures that only the best individuals are accepted according to job requirements. According to Basalamah (2024), these two processes are the basis for developing competent and high-integrity human resources. The combination of planned recruitment and professional selection creates employees who are able to work well, adapt to the work environment, and contribute to the achievement of organizational goals. The results of research at the Balitbangda Office of Donggala Regency showed that recruitment and selection significantly influenced employee performance with an R Square value of 0.823, which means that most of the performance variation is explained by the quality of implementation of both processes. This finding confirms that improving employee performance depends on the implementation of a transparent, fair, and competency-based recruitment and selection system. Previous research has shown that effective recruitment and selection processes significantly improve employee performance. Ditya (2021) found that recruitment positively impacts employee performance in the industrial sector, while Aulia & Lestari (2024) demonstrated that simultaneous recruitment and selection improve employee performance in technology

companies. Most previous research has focused on the private sector, with few examining the context of local government institutions. This limitation indicates a research gap in understanding how recruitment and selection processes influence civil service employee performance. This study, conducted on the Donggala Regency Research and Development Agency (Balitbangda) Office, seeks to fill this gap by empirically analyzing the relationship between recruitment, selection, and employee performance within the context of public organizations. The results are expected to contribute to the development of more professional, objective, and performance-based human resource management policies.

Conceptual Framework

This conceptual framework shows a regular relationship between the recruitment and selection process, which acts as an independent variable and influences employee performance, which is considered as a dependent variable.

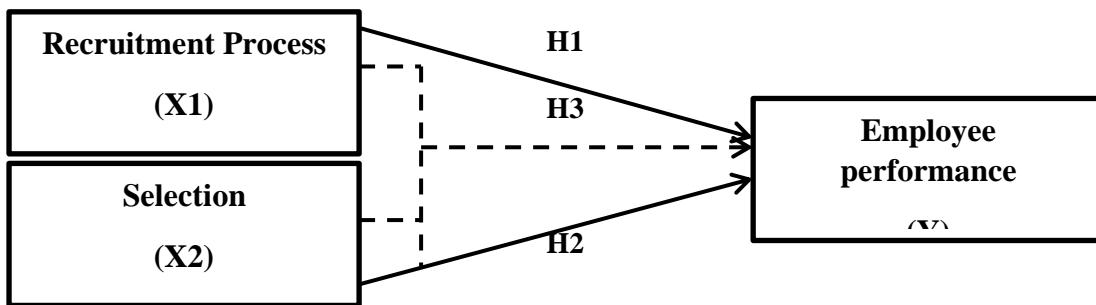


Figure 1: Conceptual Framework

Information :

→ Shows partial influence
- - - → Shows simultaneous influence

Research Hypothesis

According to Sugiyono (2021), a hypothesis is a temporary answer to a research problem, where the research problem formulation has been stated in the form of a question. It is said to be temporary because the answer provided is only based on relevant theory, not yet based on empirical facts obtained through data collection. Therefore, potential can also be expressed as a theoretical answer to the research problem formulation, not yet an empirical answer based on data.

H1: The recruitment process has a positive and significant partial influence on employee performance at the Balitbangda Office, Donggala Regency.

H2: Selection has a positive and significant partial influence on employee performance at the Donggala Regency Balitbangda Office.

H3: The recruitment and selection process has a positive and significant influence simultaneously on employee performance at the Donggala Regency Balitbangda Office.

METHOD

This study uses an associative quantitative approach to evaluate the causal relationship between the independent variable, namely the recruitment and selection process, and the dependent variable, namely employee performance. A quantitative approach was chosen because it allows researchers to measure and analyze numerical data objectively and systematically, allowing findings to be generalized to a wider population. According to Rafel & Octavianti (2025), associative research is a type of research that focuses on testing hypotheses regarding the relationship or influence between variables. The purpose of this study is to determine the effect of employee recruitment and selection, both partially and simultaneously, on employee performance. This is achieved through quantitative data collection through questionnaires and statistical analysis such as multiple linear regression, t-test, F-test, coefficient of determination, and correlation coefficient. The purpose of this method is to evaluate the simultaneous and individual influence between variables and to see the extent of the relationship. Before the analysis is carried out, a classical assumption test must be conducted first to verify that all regression requirements are met, followed by validity and reliability tests to ensure that the research instrument can be used properly. The

data collection techniques in this study were through questionnaires and observations, which were then tested through validity and reliability tests (Gaurifa, 2024). Furthermore, experts emphasize that this type of research is highly relevant for government agencies or institutions such as the Donggala Regency Research and Development Agency (Balitbangda) Office because it can provide an empirical overview of how effective recruitment and selection processes contribute to improved employee performance. This method helps management make data-driven decisions to improve HR processes to achieve company goals. Data is collected through research tools, and data analysis is performed quantitatively or statistically to test predetermined hypotheses.

Population and Sample

A thorough understanding of the concept of population is essential for any research. This is particularly true in quantitative approaches. A population is considered the entire group or unit of analysis that serves as the basis for disseminating research results. In this case, a sample serves as a representation of the population, systematically taken to obtain data that can be analyzed objectively and with scientific responsibility. Accuracy in selecting a sample is a crucial factor that significantly influences the level of validity and reliability of research results. Therefore, sample selection must be carried out very carefully so that the collected data truly depicts the reality of the population as a whole. In practice, people in the sample are called respondents, namely those who provide information or responses based on the research instrument used. This study used a saturated sampling method for sampling. This method is applied when the population is small and its members have almost the same characteristics, and all meet the specified criteria. Saturated sampling is chosen if all units in the population are considered relevant and suitable for analysis without any being excluded. In line with the opinion of Ridwan & Hasanah (2022), saturated sampling is used when all elements of the population are sampled, especially in the context of a population with a limited number and similar characteristics.

adequate among its members.

In this study, the research population included all employees of the Donggala Regency Balitbangda Office who were actively working during the research year, totaling 40 people consisting of 25 state civil servants and 15 honorary workers. Employees are responsible for research activities, development, and the preparation of regional policy recommendations. ASN are responsible for planning, data analysis, and reporting research results. Honorary workers assist with administrative activities, field data collection, and the preparation of technical documents. The population is relatively small with uniform characteristics because all employees are in the same work environment. The study used a saturated sampling method, namely all members of the population were used as respondents so that the research results reflect real conditions and provide an accurate picture of the relationship between the recruitment, selection, and employee performance processes at the Donggala Regency Balitbangda Office.

Table 1. Population and Sample

No	Field	Population (People)	Information
1	Head of Agency & Leadership Secretariat	2	Consisting of the Head of the Agency and the Secretary of the Agency
2	Economic and Development Sector	4	Head of Division and staff in charge of economics and development
3	Social and Government Affairs	4	Head of Division and technical staff for social and governmental affairs
4	Innovation and Technology Sector	4	Head of Division and staff who manage innovation and technology implementation
5	Economic Sub-Sector	3	Technical implementation unit for economics
6	Socio-Cultural Sub-Field	3	Technical implementation unit for social and cultural fields

7	Sub-Sector of Government Administration and Regulatory Review	3	Technical implementation unit in the government sector
8	Sub-Field of Innovation Diffusion and Technology Application	3	Implementing unit under the field of innovation and technology
9	Sub-Field of Research and Development Dissemination	3	Unit that carries out the dissemination of research and development results
10	Sub-Sector of Population, Community and Village Empowerment	3	Technical unit that handles population and community empowerment
11	Sub-Section of Personnel, General Affairs and Planning	3	Administrative unit that manages personnel and planning
12	Secretariat Staff	3	Staff in charge of administration and correspondence
13	Honorary Staff / Administrative and Field Support	2	Non-ASN employees who assist in the implementation of technical and administrative activities
Total	-	40	The entire population is sampled (Saturated Sampling)

Data collection technique

Data collection is a crucial activity because without it, research will not achieve its objectives (Firdaus et al., 2023). This research uses a quantitative approach. Data collection in this study was conducted through three main methods:

a. Questionnaire

Used as the primary tool for collecting initial data from respondents, this instrument was created based on indicators for recruitment, selection, and performance variables using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree).

This method is supported by the approach used by (Murniawati, 2022), who assessed the Likert questionnaire as an effective instrument in measuring employee perceptions and attitudes towards recruitment and selection practices.

b. Documentation Study

So that qualitative data on policies, recruitment procedures, selection processes, organizational structures, and previous employee performance appraisal results are complete.

c. Interview

An interview was conducted with the head of personnel to gain a clearer understanding of the recruitment and selection methods currently used.

Data Analysis Techniques

The collected data was analyzed quantitatively using SPSS version 23 software. The analysis was conducted through several stages, including validity, reliability, and classical assumptions (normality, multicollinearity, and heteroscedasticity). Afterward, multiple linear regression analysis was conducted to determine the partial and simultaneous effects of recruitment and selection variables on employee performance. Rohmah & Wilandari (2023) emphasized that multiple linear regression analysis is an appropriate method for assessing the influence of independent variables on dependent variables in the context of human resource management. The results of the analysis are then interpreted based on significance values and coefficients of determination, thus gaining an empirical understanding of the relationships between the research variables.

RESULTS AND DISCUSSION**Validity Test**

In the validity test, the analytical tool used was the product-moment correlation, which connects variables with their items, using SPSS for Windows version 23.0. Decisions were made based on the calculated r-value and the table r-value. If the calculated r-value is greater than the table r-value, the statement is considered valid. Rohmah & Wilandari, (2023) using validity test Product moment analysis was used to assess instruments in research on the influence of recruitment and selection on employee performance. All items were valid and underwent reliability testing.

Table 2. Results of Variable Validity Test

Variables	Question Items	r count	r table	Note
Recruitment process (X1)	X1.1	0.572	0.312	valid
	X1.2	0.729	0.312	valid
	X1.3	0.730	0.312	valid
	X1.4	0.819	0.312	valid
	X1.5	0.784	0.312	valid
	X1.6	0.855	0.312	valid
	X1.7	0.881	0.312	valid
	X1.8	0.873	0.312	valid
	X1.9	0.855	0.312	valid
	X1.10	0.788	0.312	valid
	X1.11	0.794	0.312	valid
	X1.12	0.740	0.312	valid
	X1.13	0.685	0.312	valid
	X1.14	0.705	0.312	valid
	X1.15	0.694	0.312	valid
	X1.16	0.849	0.312	valid
	X1.17	0.809	0.312	valid
	X1.18	0.764	0.312	valid
	X1.19	0.827	0.312	valid
	X1.20	0.804	0.312	valid
	X1.21	0.768	0.312	valid
Selection (X2)	X2.1	0.894	0.312	valid
	X2.2	0.792	0.312	valid
	X2.3	0.795	0.312	valid
	X2.4	0.772	0.312	valid
	X2.5	0.889	0.312	valid
	X2.6	0.882	0.312	valid
	X2.7	0.799	0.312	valid
	X2.8	0.872	0.312	valid
	X2.9	0.827	0.312	valid
Employee performance (Y)	Y.1	0.869	0.312	valid
	Y.2	0.863	0.312	valid
	Y.3	0.809	0.312	valid
	Y.4	0.895	0.312	valid
	Y.5	0.872	0.312	valid
	Y.6	0.847	0.312	valid
	Y.7	0.891	0.312	valid
	Y.8	0.860	0.312	valid
	Y.9	0.879	0.312	valid
	Y.10	0.852	0.312	valid
	Y.11	0.824	0.312	valid
	Y.12	0.844	0.312	valid
	Y.13	0.751	0.312	valid
	Y.14	0.820	0.312	valid
	Y.15	0.776	0.312	valid

Source: SPSS 2.3 output (2025)

Based on table 1, it can be seen from the results of data management that of the 21 statements in the Recruitment Process variable (X1), 9 questions from the Selection variable (X2), and 15 statements from the Employee Performance variable (Y) submitted to respondents with rtable 0.3120, it is stated that all questions are valid because they meet the assumption of $r > r_{table}$ so that valid questions can be continued in the next data management stage.

Reliability Test

Reliability testing is a method for assessing how well a questionnaire functions as an indicator of a variable or construct.

Table 3. Results of the Reliability Test of Research Variables

No.	Variables	Cronbach's Alpha	Information
1.	Recruitment Process (X1)	0.987	Reliable
2.	Selection (X2)	0.944	Reliable
3.	Employee Performance (Y)	0.971	Reliable

Source: SPSS 2.3 output (2025)

Based on Table 2, the data analysis results show that the Cronbach's alpha value for employee recruitment, selection, and performance is greater than 0.60. Therefore, it can be concluded that these valid questions demonstrate reliability, allowing for further data processing.

Classical Assumption Test

Normality Test

The normality test is a way to determine whether residual data has a normal distribution. In this test, we can use the Kolmogorov-Smirnov or PP Plot; the requirements for classical regression must also be met. Suci Nuralita et al., (2025) in systematic studies it is emphasized that normality test is mandatory before regression in order for significant results to be valid.

PP Plot Normality Test

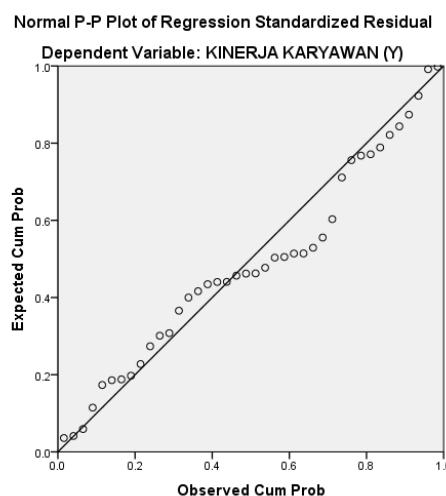


Figure 2: PP Plot Normality Test Results

Source: SPSS 2.3 output (2025)

From the results of the normality test on the PP Plot shown, it can be seen that the points are distributed around the diagonal line and follow the direction of the diagonal line. This indicates a normal distribution pattern. Therefore, the data used in this study has a normal distribution, thus the regression meets the assumption of normality.

Multicollinearity Test

This test is conducted to ensure there is no strong linear relationship between the independent variables. Signs indicating this are: a VIF of less than 10 and a Tolerance of more than 0.10, indicating no multicollinearity. Rivai (2021) found that the recruitment, selection, and placement variables in the regression model did not experience multicollinearity because the VIF was <10.

Table 4. Multicollinearity Test Results

Variables	Collinearity Statistics	
	Tolerance	VIF
Recruitment Process (X1)	0.203	4,935
Selection (X2)	0.203	4,935

Source: SPSS 2.3 output (2025)

Based on the results of the multicollinearity test in Table 3, it can be seen that for the recruitment process and selection variables, the tolerance value for each variable is > 0.10 , namely 0.203, and the VIF value for each variable is < 10 , namely 4.935. This indicates that there is no multicollinearity problem among the independent variables.

Heteroscedasticity Test

The heteroscedasticity test is used to determine whether there are differences in residual variance between observations. In the Glejser test, if the significance value is less than 0.05, heteroscedasticity is present.

Heteroscedasticity Test with Scatterplot

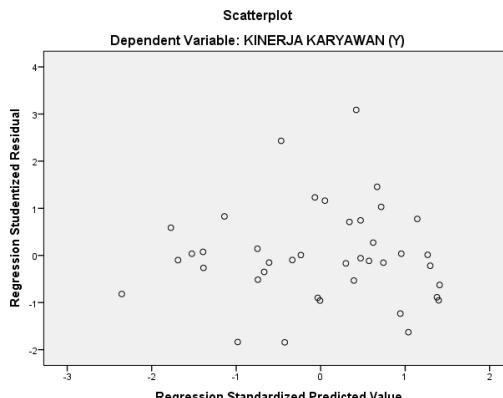


Figure 3:Heteroscedasticity Test Results with Scatterplot

Source: SPSS 2.3 output (2025)

Based on Figure 3 above, it can be seen that the results of the heteroscedasticity test with a scatterplot show no clear pattern, and the points are spread above and below the number 0 on the Y axis. This shows that in the regression model used in this study, heteroscedasticity does not occur.

Multiple Linear Regression Analysis

Multiple linear regression testing is carried out to check whether there is a real influence between the independent variables and the dependent variables. Rohmah & Wilandari, (2023) using multiple regression to test the effect of recruitment & selection on performance; the results were significantly positive. The table below shows the results of the multiple linear regression test:

Table 5. Multiple Linear Regression Analysis Test Coefficientsa

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
1	(Constant)	3,556	3,762	,945
	Recruitment Process (X1)	,352	,115	3,060
	Selection (X2)	,772	,257	3,006

a. Dependent Variable: Employee Performance

Source: SPSS 2.3 output (2025)

Based on table 4, the results of the multiple linear regression calculations produce the following equation:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

Note:

Y = Employee performance

a = constant

X1 = Recruitment process

X2 = Selection

b1 = Recruitment process

b2 = Selection

e = Standard error $Y = a + b_1 X_1 + b_2 X_2$

$Y = 3.556 + 0.352 X_1 + 0.772 X_2$. Based on the existing regression equation, the following explanation can be given:

- 1) The regression coefficient for the constant variable characteristic (a) of 3.556 can be interpreted that if the recruitment (X1) and selection (X2) values are zero (0), then employee performance has the same value as the constant, namely 3.556. This means that without considering recruitment and selection, performance will still get a value of 3.556.
- 2) The coefficient for recruitment (X1) is 0.352. This indicates that if recruitment (X1) increases by 1, assuming selection (X2) remains unchanged, employee performance (Y) will increase by 0.352. In terms of elasticity, this is interpreted as an increase in recruitment resulting in a 35.2% increase in employee performance.
- 3) The coefficient for selection (X2) is 0.772. This means that if selection (X2) increases by 1, assuming recruitment (X1) remains constant, employee performance (Y) will increase by 0.321.

Overall, these results show that both the recruitment and selection processes have a positive impact on improving employee performance at the Donggala Regency Balitbangda Office.

Hypothesis Testing

Simultaneous Test (F Test)

The F test is used to determine how the independent variable affects the dependent variable as a whole. The f-table value is determined using $(df1) k-1$ or $3-1 = 2$ and $(df2) nk$, which is $40-2 = 38$. Using a significance level of 0.05, the f-table value is 3.245.

Table 6. Simultaneous Test Results
ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6909,308	2	3454,654	85,933	.000b
1 Residual	1487,467	37	40,202		
Total	8396,775	39			

a. Dependent Variable: EMPLOYEE PERFORMANCE (Y)
b. Predictors: (Constant), SELECTION (X2), RECRUITMENT PROCESS (X1)
Source: SPSS 2.3 output (2025)

Based on table 5, the results of the simultaneous test can be seen that the calculated f value is $85.933 > f_{table} 3.245$, and a significance value of $0.000 < 0.05$. This indicates that the recruitment and selection variables have a positive and significant effect on the performance variable. Therefore, H1 can be accepted. Syufa & Prayudista, (2023) proves that recruitment & selection have a significant simultaneous effect on employee performance.

Partial Test (T-Test)

The t-test is used to determine the impact of each independent variable on the dependent variable individually. The t-distribution sought for $a = 5\% : 2 = 2.5\%$ (two-tailed test) uses degrees of freedom (df) $nk-1$ or $40-2-1 = 37$. With a two-tailed test (0.025), the t-table value obtained is 2.026.

Table 7. Partial Test Results
Coefficientsa

Model	Unstandardized Coefficients		Beta	t	Sig.
	B	Std. Error			
(Constant)	3,556	3,762		,945	,351
1 Recruitment Process (X1)	,352	,115	,470	3,060	,004
Selection (X2)	,772	,257	,462	3,006	,005

a. Dependent Variable: EMPLOYEE PERFORMANCE (Y)
Source: SPSS 2.3 output (2025)

Based on Table 6, the partial test results show that for the recruitment variable, the calculated t value is $3.060 > t_{table} 2.026$, and the significance value is recorded at $0.004 < 0.05$. This indicates that the recruitment variable has a positive and significant influence on performance, so that hypothesis H2 can be accepted. On the other hand, the test results for the selection variable showed a calculated t-value of $3.006 > t_{table} 2.026$, and a significance value of 0.005, which is greater than 0.05. This indicates that the selection variable has a positive and significant effect on performance, thus proving valid and accepting hypothesis H3. Mardianico Purna Ditya (2021) found that recruitment significantly influences performance (significant t-test).

Analysis of the Coefficient of Determination

R^2 measures how much of the variation in Y can be explained by X. If the value is close to 1, it means the model is good. The coefficient of determination R Square has a value of 0.823. This indicates that the contribution of the independent variables of recruitment (X1) and selection (X2) to performance (Y) reaches 82.3%. The remaining 17.7% is influenced by other factors not analyzed in this study.

Table 8. Results of the Determination Coefficient Test (R Square)
Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.907a	,823	,813	6,340

a. Predictors: (Constant), SELECTION (X2), RECRUITMENT PROCESS (X1)
b. Dependent Variable: EMPLOYEE PERFORMANCE (Y)

Based on Table 7, the coefficient of determination (R Square) was obtained at 0.823 or 82.3%. This indicates that the recruitment (X1) and selection (X2) variables can explain 82.3% of the variation in employee performance (Y), while the remaining 17.7% is influenced by other factors not examined. This R Square figure can be said to be very good, because in the social and management fields, high determination coefficient values are rarely found. Therefore, this study shows that recruitment and selection have a very significant influence in improving employee performance. Suci Nuralita et al. (2025) stated that a high R^2 (>0.70) in HR research indicates a strong model in explaining the relationship between variables.

Correlation Coefficient Analysis

Correlation coefficient analysis involves several methods aimed at assessing the close relationship (correlation) between one variable and another. Two variables are considered correlated if a change in one variable causes the other variable to change, either in the same or opposite direction. If the significance value is <0.05 , the variables are correlated or have a relationship; if the significance value is >0.05 , the variables are uncorrelated or have no relationship.

Table 9. Results of Correlation Coefficient Analysis

Correlations				
		Recruitment Process	Selection	Employee performance
Recruitment Process	Pearson Correlation	1	.893	.883
	Sig. (2-tailed)		0,000	0,000
	N	40	40	40
Selection	Pearson Correlation	.893	1	.882
	Sig. (2-tailed)	0,000		0,000
	N	40	40	40
Employee performance	Pearson Correlation	.883	.882	1
	Sig. (2-tailed)	0,000	0,000	
	N	40	40	40

Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 2.3 output (2025)

Based on the correlation analysis results in Table 8, it is known that the recruitment process has a significance value of $0.000 < 0.05$, as does the employee performance variable, which has a significance value of $0.000 < 0.05$. This indicates a significant relationship between the recruitment process and employee performance.

The Influence of the Recruitment Process (X1) on Employee Performance (Y)

Based on the data analysis conducted, the recruitment process variable (X1) shows a significance level of $0.004 (<0.05)$, with a t-value of $3.060 (>2.026)$, so that the H1 hypothesis is accepted. This indicates that the recruitment process has a significant positive impact on employee performance at the Donggala Regency Balitbangda Office. This finding is in accordance with the reality in the field, where there are still problems such as delays in completing research reports, low effectiveness of regional research budget utilization, and mismatches between employee competencies and assigned tasks. This indicates that recruitment that is not fully competency-based can affect low employee productivity. Therefore, improving the quality of

Recruitment, such as through rigorous selection based on educational background and work experience, is crucial to ensure that employees truly meet the organization's needs. This can significantly improve the quality of research and policy recommendations produced by Balitbangda. The results of this study support the results of research conducted by Ditya, (2021) who stated that the results of the study showed that the recruitment process had a t-value greater than the t-table value, this can be interpreted that recruitment has a positive and significant effect on the performance of employees in the meat cooking department at PT. Orsoindo Sejahtera, and research

by Aulia & Lestari, (2024) stated that the results of the study prove that recruitment has a positive and significant effect partially on the performance of employees of PT Pasti Laba Solusi Teknologi (Rekalaba).

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

The analysis results show that the selection variable (X2) has a significant value of 0.005 (<0.05) with a t-value of 3.006 (>2.026), so H2 is accepted. This means that selection has a positive and significant effect on the performance of Balitbangda employees. However, in the field, it is apparent that the selection process is still influenced by subjective factors, such as personal relationships or non-technical factors, which often result in employees being accepted who do not match the job requirements. As a result, some employees are unable to carry out research or administrative tasks properly. These findings indicate that conducting a more objective selection process, such as through competency tests, written exams, and interviews based on performance indicators, can produce employees who are more disciplined, punctual, and professional. Thus, improving the quality of selection will directly affect employee work effectiveness and productivity.

The results of this study support the results of research conducted by Ditya, (2021) who stated that the results of the study showed that selection had a t value greater than the t table value, this can be interpreted that selection also had a positive and significant effect on the performance of employees in the meat cooking department at PT. Orsindo Sejahtera, and research by Aulia & Lestari, (2024) stated that the results of the study proved that selection had a positive and significant partial effect on the performance of employees of PT Pasti Laba Solusi Teknologi (Rekalaba).

The Influence of Recruitment Process (X1) and Selection (X2) on Employee Performance (Y)

The results of the simultaneous test show that the significance value reaches 0.000 (<0.05), and F count reaches 85.933 (>3.245). Therefore, H3 is accepted. This means that recruitment and selection have a positive and significant impact on the performance of Balitbangda Donggala Regency employees. The recorded R Square value of 0.823 indicates that the quality of recruitment and selection can explain 82.3% of the variation in employee performance. Observations at the Balitbangda office support this finding; when recruitment is carried out without considering competency, employee performance is often less than satisfactory, which is seen from delays in research reports and suboptimal study results. Conversely, if recruitment and selection are carried out professionally and follow the principles of meritocracy, the employees accepted become more competent, have good work discipline, and are able to make meaningful contributions in producing research-based policy recommendations required by the local government. The results of this study support the research conducted by Aulia & Lestari, (2024) who stated that the results of the study prove that recruitment and selection have a positive and significant effect simultaneously on the performance of employees of PT Pasti Laba Solusi Teknologi (Rekalaba), and research by Supriyati & Hutapea, (2022) who stated that the results obtained in this study indicate that the recruitment and selection variables together (simultaneously) have a significant effect on employee performance variables at Parongpong Adventist School.

CONCLUSION

The findings of this study indicate that recruitment (X1) and selection (X2) activities have a positive and significant impact, both separately and simultaneously, on employee performance at the Balitbangda Office in Donggala Regency. In a separate analysis, selecting candidates more carefully can reduce the mismatch between employee skills and assigned tasks, thereby improving the quality of research results. On the other hand, the selection process carried out with objectivity and professionalism can produce employees who are more disciplined, punctual, and able to contribute effectively. When viewed together, recruitment and selection showed that they could explain 82.3% of the variation in employee performance, indicating that these two processes are the main factors in improving the productivity and quality of work of Balitbangda employees.

SUGGESTION

Based on the research results, it is clear that recruitment and selection are crucial for improving the performance of Balitbangda employees in Donggala Regency. Therefore, three steps are recommended. The first step is to improve the recruitment process by prioritizing the match between education, experience, and employee skills to ensure more relevant and timely work results. The second step is to conduct objective selection using competency tests, written exams, and interviews based on performance indicators to reduce subjective factors and support the principle of meritocracy. The third step is to link recruitment and selection with ongoing human

resource development programs, such as training and performance assessments. By implementing these steps, Balitbangda can improve employee professionalism and strengthen its position as a research institution that provides research-based policy recommendations to local governments.

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