

Original Article

# The Effect of Recruitment, Selection, and Career Development on Employee Performance

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**Abstract:** Competition between companies in the era of globalization is getting tighter, thus requiring companies to have human resources that are competent and have the potential to advance the company. To achieve quality human resources, objective hiring and selection of personnel is anticipated. Career development is then encouraged to increase employee capabilities. The purpose of this study is to ascertain and evaluate the impact of employee performance at Bank ABC Tanjung Karang on recruiting, selection, and career development. This study was carried out utilising a quantitative methodology, and multiple linear regression models were used for analysis. 125 employees' replies were used to get the data for this study. The findings demonstrated a positive relationship between employee performance and the recruiting, selection, and career development variables. Thus, employees are expected to be able to contribute to achieving company goals.

**Keywords:** Recruitment, Selection, Career Development, Employee Performance.

## I. INTRODUCTION

The development of the organisation is mostly determined by human resources (HR), which is a crucial element that cannot be separated from the organisation. The HR aspect is very important in any corporate context, including the world of banking. The secret to succeeding in business rivalry and retaining potential clients is to have reliable, tough, and nimble human resources. Organizational development does not only depend on the technology that is owned but rather depends more on humans. In this case, humans are someone who makes plans, actors and determines whether the plans that have been set will have a good impact on the organization. Widyaningrum and Siswati (2018) say that the wheels of organizational life are governed by humans, both small-scale or large-scale organizations, government or private organizations and profit-oriented or non-profit organizations.

Performance is a crucial component of any organisation since it shows how well an activity or policy has been implemented in realising the mission, aims, and objectives of the organisation as described in its strategic plan. Human resources have a critical role in determining the accomplishment of organisational goals, and performance is tied to them. In the current era of globalization, competition between organizations is getting tougher so that the human resources owned are required to be able to continue to develop themselves proactively so that the existing potential is maximized. Through this, good and quality human resource management is required to be able to provide professional performance in carrying out duties and obligations, organizations must also be able to manage their human resources so as to produce maximum performance. The effectiveness of a company is impacted by how well personnel carry out the tasks and responsibilities assigned to them in the hopes that the organization's objectives will be met, which will have a good effect on organisational development.

Performance is a part of the overall body of work that exists in workers, according to Griffin (2016). Performance, according to Bernadin and Russel (2014), is the outcome of certain job functions or activities carried out at specific occupations during a specific time period. Managing human resources in the long term needs to be implemented in order to produce employee performance that is in line with goals, besides that human resources owned by an organization are an asset that has a major influence on the sustainability of the organization. Therefore, human resource management begins with the process of recruitment and selection in order to produce productive and effective employees. According to Isaac and Nissi (2018) in the recruitment process, available vacancies are widely published and candidates who meet the requirements submit applications so that they have a pool of qualified candidates for selection. According to Ekwoaba (2015), the recruitment and selection of personnel is crucial for organisations because people must be hired promptly, in adequate numbers, and with the right qualifications.

The problem faced by organizations when conducting recruitment and selection is how the organization can recruit job applicants in order to produce employees who can work optimally and are expected to be able to contribute so that later it will



help the organization's sustainability. PT Bank ABC Tanjung Karang Branch Office is one of the organizations or companies in the economic sector that provides financial services or products, this is due to a structured managerial process, high quality assurance and service quality, and employee commitment to achieving the company's vision and mission. Bank ABC is consistent in planning, monitoring, evaluating and improving credit programs from year to year to ensure credit benefits.

Credit growth was initially good in the first quarter of 2020, then decreased and barely even grew on an annual basis at the end of the third quarter of 2020. In an effort to maintain company stability, Bank ABC tried to maintain an increase in profits. Throughout 2020 net profit reached Rp. 3.3 trillion, accompanied by an adequacy ratio of reserves at the level of 182.4% greater than in 2019 which was 133.5%. Companies in maintaining or improving performance is an important activity because as a step to achieve the success of a company within a certain period of time or under certain conditions, even that can also be used as input for evaluation. Bank ABC KC Tanjung Karang carries out the recruitment process in two ways, namely external recruitment (for new employees) and internal employee recruitment. The recruitment process is carried out through various sources such as advertisements, both offline and online advertisements, educational institutions, recommendations from employees and so on.

Recruitment and selection processes with good standards and on target are expected to be able to produce reliable employees who will later help organizations in increasingly fierce business competition. The recruitment and selection process with strict screening really helps the organization in getting competent employees according to what the organization needs and will later affect performance.

Career development, which is a process of enhancing individual work capacity obtained in order to accomplish the desired career, is another aspect that influences employee performance. In other words, career development must be done as a formal activity that is integrated with other human resource operations because it is one of the human resource management activities. Organizational support in employee career development is needed because this is very vital in maintaining employee loyalty.

According to Caroline and Susan (2014), a leader must pay attention to elements that affect employee performance, one of which is career development, if they hope to attain optimal performance in their organisation. The exploration, development, success, and fulfilment of an employee's career are all impacted by a variety of career development activities. A successful career development programme is created with the needs of the business in mind, allowing the business to support learning and training.

According to research done by Bianca (2013), career development has a direct impact on employee performance, which in turn has an indirect impact on a company's effectiveness. This demonstrates how career development gives employees a sense of security about the careers they will pursue in the future, allowing them to balance it out by giving their best work.

Employee career development at Bank ABC KC Tanjung Karang is carried out according to the needs of the company. In an effort to improve career development, the company held promotions to spur employee performance to be better and not limited to just one ability, besides that the company held training programs that were expected to broaden employee insights and abilities. However, the phenomenon that occurs in the field regarding career development has not gone as expected because there is still an element of corporate managerial subjectivity in assessing employee performance, causing a decrease in employee performance.

The management is expected to minimize the occurrence of this by managing career development in accordance with company standards. Then there are contract workers whose tenure has exceeded the stipulated year but have not been appointed as permanent employees, this happens because career development procedures have not been optimal. Employees with longer working terms who have experience, self-confidence and mastery over work performance are no longer paid attention to their position level, so they surrender to the opportunity to get a better position and ignore the interest in advancing their career to a higher level. The writer will do research under the heading "The Influence of Recruitment, Selection, and Career Development on Employee Performance" according on the description provided above.

## II. MATERIALS AND METHODS

### A) *Recruitment*

The process of recruiting involves looking for, locating, inviting, and selecting a large number of individuals from both inside and outside the organisation as possible employees with specific traits as outlined in the human resource strategy. Recruitment, according to Isaac and Nissi (2018), is the process of locating potential employees and motivating them to submit applications for positions within the company. Rahmany (2018) said that recruitment is a process whereby finding the right candidate for the organization and matching them with the tasks that must be carried out.

In accordance with Burhanuddin (2015), recruiting is the process of gathering potential office holders in order to fill a specific position or job. According to Sondang (2015) the recruitment process begins when looking for applicants and ends when applicants submit their applications. The recruitment process is important because to be able to fulfill the required number of workers according to a predetermined plan. It can be said that the step when applicants follow the recruitment process is no longer part of recruitment but part of selection. In other words, recruiting is the process of looking for, locating, and luring potential people to work for the organisation.

### ***B) Selection***

The process of selecting job applicants is a follow-up to the recruitment process that was previously implemented. According to Robbins and Coulter (2016), selection is the process of screening job applicants who best meet the criteria to occupy available positions within the company. Meanwhile, according to Dessler (2016), the purpose of the selection process is to achieve compatibility between people and jobs, in this case adjusting the knowledge, skills, abilities and competencies needed to do the job.

Syafri and Alwi (2014) say that the selection process is an important factor. In this stage the determination is accepted for job applicants who have the required abilities and skills and rejects job applicants who do not meet the requirements. From the foregoing knowledge, it can be inferred that selection is the action of carefully choosing employees in accordance with the positions required by the business.

### ***C) Career development***

An organisation can adopt a number of strategies to keep on board individuals who perform well and to put itself in a position to respond swiftly to impending changes. A career is a need that must be established in an employee in order to be able to encourage people to increase performance, so carrying out career development is one strategy where this is highly vital for an organisation.

Development, according to Noe et al. (2016), is the process of preparing workers for the future through formal education, job experience, relationships, and personality and ability assessments. Dessler (2015) says that development is education that helps employees to be able to carry out the work they will carry out in the future. In addition, Marwansyah (2015) states that a career is a series of jobs carried out by employees including changes in values, attitudes and motivation that occur with age. Career development is defined by Mangkunegara (2015) as staffing initiatives that assist employees in planning their future careers at the organisation so that both the employer and the people in question can maximise their personal growth. This viewpoint leads to the conclusion that career development is a process comprising a number of actions to enhance each employee's capacity to plan their careers both now and in the future.

### ***D) Employee performance***

Good or bad employee performance can affect company performance. Employee performance has an impact on a company's continuing operations, and the better the performance, the more it will help the organisation or company advance. The calibre and competitiveness of an organization's human resources have a significant impact on and even determine employee performance.

Employee performance, according to Amirullah (2015), is the outcome of the quality and quantity of work that an employee completes while carrying out the tasks assigned to him. Through informational resources like positive feedback from coworkers, employees can learn how well they are performing. Performance evaluation, on the other hand, refers to a systematic and structured system that gauges, evaluates, and has an impact on work-related characteristics and results, such as absenteeism levels.

### ***E) Hypothesis***

#### **a. Employee Recruitment and Performance**

Recruitment is an important factor in the company. The hiring procedure is a step in an organization's efforts to expand its workforce for operational needs. According to Arifin et al (2020) research, hiring has a favourable impact on performance; the better the hiring process, the better the performance of the hired staff. Research conducted by Rahmany (2018) shows that a good recruitment process will result in better employee performance. In addition, a good and fair recruitment process will produce quality employees so that the company's performance can improve. According to Joude et al. (2016), the University of Gaza's staff members' performance was impacted by the recruitment process and was linked to it. This study's findings support the notion that hiring practises have a favourable and significant impact on workers' productivity.

**H1: Recruitment selection has a positive and significant effect on employee performance.**

### b. Employee Selection and Performance

The employee selection process can be said to be successful if it is able to get potential employees who are in accordance with their position functions. The criteria for potential here refer to the skills and talents of a person who can meet the requirements of his position. Implementation of a careful and objective selection will produce employees according to qualifications, making it easier for companies to conduct training and career development. Research conducted by Ageyi and Christopher (2016) states that selection carried out by an organization has a high impact and influence on employee performance in the organization. The results of another study by Moniharapon (2016) on the employee selection process indicate that the process has an impact on employee performance. Based on the findings of this study, it can be said that selection positively and significantly affects employee performance.

**H2: Selection has a positive and significant effect on employee performance.**

### c. Career Development and Employee Performance

The main goal of career development is to prepare a company or organisation to meet upcoming business difficulties. Every organisation needs to acknowledge that its competitive human resources are essential to its future. If a business or organisation is unable to compete, it will encounter difficulties and eventually fail. Such circumstances necessitate the implementation of career development programmes for employees, which must be done in a planned and long-term way.

According to research by Oluyemisi et al. (2020), career growth has a favourable effect on performance. According to this study, employee performance in Nigerian banks is most influenced by career growth. Hee and Koh (2018) did another study that demonstrates the considerable beneficial association between training and development and employee performance. Employee participation in numerous training programmes will improve performance.

In his study on the impact of career development on worker performance, Kakui (2016) discovered that career growth had a favourable impact on worker performance. This study's findings support the notion that career advancement and worker performance are positively correlated.

**H3: Career development has a positive and significant effect on employee performance.**

## IV. RESULTS AND DISCUSSION

This study examines whether employee performance at Bank ABC Tanjung Karang is impacted by recruitment, selection, and career development. In order to gather data for this study, respondents were given a questionnaire that they had to fill out based on the circumstances at hand. The questionnaire in this study will be conducted in the form of an online questionnaire or Online Administered Questionnaire to limit direct contact in the midst of the Covid 19 pandemic.

The population in this study were 125 employees of Bank ABC Tanjung Karang. The research sample is part of the population to be studied and is considered to be able to describe the population (Sekaran and Bougie, 2013). The sample in this study was taken through the census method, namely making all 125 employees as research respondents.

### A) Validity Test

Sekaran and Bougie (2016) assert that a questionnaire is valid if it can provide thoughtful responses regarding the variable being measured. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO MSA) is used to assess the degree of intercorrelation between variables and determine whether or not to do component analysis. If the KMO value is  $> 0.5$ , the validity of a questionnaire item can be determined. The findings of this study's validity test are listed below.

**Tabel 1. Validity Test Result**

Variable	Item of Question	r table	r stat	Information ( $r_{hitung} > r_{tabel} = \text{Valid}$ )
Recruitment	X1	0.1743	0,569	Valid
	X2		0,620	Valid
	X3		0,644	Valid
	X4		0,529	Valid
Selection	X1	0.1743	0,665	Valid
	X2		0,578	Valid
	X3		0,638	Valid
	X4		0,685	Valid
	X5		0,625	Valid
Career Development	X1	0.1743	0,611	Valid
	X2		0,644	Valid
	X3		0,744	Valid
	X4		0,672	Valid

	X5		0,739	Valid
	X6		0,597	Valid
	X7		0,670	Valid
	X8		0,790	Valid
	X9		0,727	Valid
	X10		0,591	Valid
<b>Employee performance</b>	Y1	<b>0.1743</b>	0,708	Valid
	Y2		0,780	Valid
	Y3		0,505	Valid
	Y4		0,639	Valid
	Y5		0,689	Valid
	Y6		0,738	Valid
	Y7		0,688	Valid
	Y8		0,662	Valid
	Y9		0,708	Valid
	Y10		0,801	Valid

The r table value for  $df = 123$  ( $df = n - 2$ ) is 0.1743, according to the table above. 29 of the questionnaire's items were deemed legitimate based on the validity test result, which showed that the r computed value for each indication exceeded the r table value.

### B) Reliability Test

If Chronbach Alpha  $> 0.6$ , the test results are considered credible, according to Sekaran and Bougie (2016). Chronbach Alpha, a reliability coefficient that demonstrates how strongly the items in a set are positively associated with one another, is used to conduct the test.

**Tabel 2. Realibility Test Result**

Variable	Item of Question	Cronbach Alpha	Cronbach's Alpha if Item Deleted	Information
<b>Recruitment</b>	X1	<b>0,894</b>	0,890	Reliabel
	X2		0,889	Reliabel
	X3		0,888	Reliabel
	X4		0,893	Reliabel
<b>Selection</b>	X1	<b>0,894</b>	0,887	Reliabel
	X2		0,891	Reliabel
	X3		0,888	Reliabel
	X4		0,886	Reliabel
	X5		0,889	Reliabel
<b>Career Development</b>	X1	<b>0,905</b>	0,903	Reliabel
	X2		0,901	Reliabel
	X3		0,898	Reliabel
	X4		0,901	Reliabel
	X5		0,898	Reliabel
	X6		0,904	Reliabel
	X7		0,901	Reliabel
	X8		0,896	Reliabel
	X9		0,898	Reliabel
	X10		0,903	Reliabel
<b>Employee performance</b>	Y1	<b>0,910</b>	0,905	Reliabel
	Y2		0,902	Reliabel
	Y3		0,913	Reliabel
	Y4		0,908	Reliabel
	Y5		0,906	Reliabel
	Y6		0,905	Reliabel
	Y7		0,906	Reliabel
	Y8		0,907	Reliabel
	Y9		0,905	Reliabel
	Y10		0,901	Reliabel

The table above shows that the 29 questions in the questionnaire are declared reliable. Cronbach Alpha Recruitment selection is worth 0.894 which means it has very high reliability. Cronbach Alpha Career Development is worth 0.905 which means it has very high reliability. Cronbach Alpha Employee Performance is worth 0.910 which means it has very high reliability.

### C) Hypothesis Testing

**Table 3. T Test Result**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,465	0,644		2,273	0,027
<b>Recruitment</b>	0,138	0,065	0,246	2,114	0,039
<b>Selection</b>	0,463	0,119	0,423	3,884	0,028
<b>Career Development</b>	0,163	0,080	0,236	2,035	0,047

Based on the table above, it can be seen that:

- Partially the effect of the recruitment variable (X1) on employee performance (Y) has a significant value of 0.039, which means it is smaller than  $\alpha=0.05$ . The obtained tcount value = 2.114 while the table value = 2.002 means  $t_{count} \geq t_{table}$ . As a result, it can be said that  $H_0$  is rejected and  $H_1$  is accepted, proving that employee performance is significantly impacted by recruitment selection.
- Partially the effect of the Selection variable (X2) on employee performance (Y) has a significant value of 0.000, which means it is less than  $\alpha=0.05$ . The obtained tcount value = 3.884 while the table value = 2.002 means  $t_{count} \geq t_{table}$ . Thus, it can be concluded that  $H_0$  is rejected and vice versa  $H_1$  is accepted, meaning that there is a significant effect of selection on employee performance.
- Partially the influence of the Selection variable (X3) on employee performance (Y) has a significant value of 0.047, which means it is smaller than  $\alpha=0.05$ . The obtained tcount value = 2.035 while the table value = 2.002 means  $t_{count} \geq t_{table}$ . Thus, it can be concluded that  $H_0$  is rejected and vice versa  $H_1$  is accepted, meaning that there is a significant influence of career development on employee performance.

### D) Discussion

#### a. Recruitment has a positive and significant effect on employee performance

Recruitment is an important matter for companies in procuring manpower by making human resource management planning decisions regarding the candidates needed and what criteria are needed to determine and attract applicants who have good abilities to work in the company. In his research, Karemu (2014) demonstrated a favourable correlation between employee performance and recruitment in a Kenyan bank. The results of Florea's (2014) study on the relationship between recruitment selection and performance showed that the two factors are positively correlated. Research by Sudhiardhita (2017) demonstrates a positive correlation between performance and recruiting selection.

It is clear from the findings of the hypothesis testing that the recruitment variable has a favourable impact on employee performance at Bank ABC KC Tanjung Karang. Thus, the above shows that the first hypothesis is supported by previous research, namely Karemu (2014), Florea (2014) and Sudhiardhita (2017) which states that the better the recruitment process, the employee's performance will also increase.

#### b. Selection has a positive and significant effect on employee performance

Selection is one of the efforts that must be made by the company to obtain competent employees who will serve and do the work according to the job description at the company. This emphasizes the importance of the selection being carried out in an honest, thorough and objective manner. In his research, Oaya (2017) demonstrates a favourable correlation between employee performance and selection at organisations in Nigeria. Another study conducted by Sunday (2015) likewise found the same results, namely a positive association between selection and employee performance. The hiring of trustworthy employees and the improvement of quality are anticipated outcomes of the selection process conducted in accordance with good standards and procedures. Realising that a good choice will affect company performance is necessary.

Based on the findings of hypothesis testing that has been done, it can be observed that the selection variable has a favourable influence on employee performance at Bank ABC KC Tanjung Karang.

Thus, the above shows that the second hypothesis is supported by previous research, namely Oaya (2017) and Sunday (2015).

### c. Career development has a positive and significant effect on employee performance

The main objective of career development as an HR management activity is to help employees do their jobs better and more effectively so that they can increasingly contribute to the achievement of organisational goals. Career development needs to be done to form qualified employees with talents, job abilities, and work loyalty to a company or organization. According to Bambulu's research from 2018, implemented career development programmes can enhance worker performance. While Kwenin (2014) explains that career development has an influence on performance. Furthermore, in Charles (2014) performing research on career development, the results demonstrate that there is a favourable association between career growth and performance.

It is clear from the findings of the hypothesis testing that career development factors have a favourable impact on employee performance at Bank ABC KC Tanjung Karang. This demonstrates that the second hypothesis is backed by earlier research, specifically by Bambulu (2018), Kwenin (2014), and Charles (2014) who claim that employee performance will rise the better the career development.

## V. CONCLUSION

The purpose of this study is to ascertain how employee performance is impacted by recruitment, selection, and career development. The following conclusions are drawn from the phrasing of the research problem suggested, based on the data analysis that has been done and the debate that has been advanced:

1. At Bank ABC KC Tanjung Karang, staff performance is impacted by the recruitment process.
2. At Bank ABC KC Tanjung Karang, staff performance is impacted by the selection process.
3. At Bank ABC KC Tanjung Karang, career development has an impact on staff performance.

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