

Effectiveness of Recruitment and Selection in Improving Employee Performance at PNM Mekaar Unit Kadur 2

Nurul Iman¹
Nurul Hidayati²
Rudy Haryanto³

Pasca Sarjana Institut Agama Islam Negeri Madura, Indonesia

Email Korespondensi: nurullhidayati24@gmail.com

Abstract: *Recruitment is to provide qualified prospective employees in line with the company's strategy, insight and values to help reduce the possibility of employee turnover. The recruitment process at PMN Mekaar Unit Kadur 2 pays more attention to the quantity aspect. This can be seen from the fact that prospective employees who register there are accepted easily, because the conditions are easy and the process is short. The focus of this research is the recruitment and selection process in improving employee performance at PNM Mekaar Unit Kadur 2. The objective of this research are to 1) determine the employee recruitment and selection process, 2) identify obstacles in the recruitment and selection process, and 3) determine the effectiveness recruitment and selection in improving employee performance at PNM Mekaar Unit Kadur 2. The method use in this research is qualitative descriptive analysis technique with basic research. For data collection, interview techniques, focus groups, documentation were used. The result of the research show that 1) The stages of the recruitment process include employee request, publication of job vacancies, application process, job interviews and psychological tests, employee selection and field test, and employment contracts. 2) The obstacle faced by the company is that employees easily get discouraged,*

Keywords: *Recruitment, Seletiction, Effectiveness, Performance.*

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due to the toxic environment and non compliance with work contracts, and 3) Through the five effectiveness criteria, recruitment and selection are found to be ineffective. Meanwhile, through the six employee performance criteriam the recruitment and selection process has a very positive effect on employee performance in the quality, quantity and cost effectiveness indicators and has a negative effect on employee performance in the timelines, need for supervision and interpersonal impact indicators.

Abstrak: Rekrutmen adalah untuk menyediakan calon karyawan yang berkualitas sejalan dengan strategi, wawasan, dan nilai perusahaan untuk membantu mengurangi kemungkinan keluarnya karyawan. Proses rekrutmen di PNM Mekar lebih memperhatikan aspek kuantitas. Hal ini dapat dilihat dari calon karyawan yang mendaftar disana diterima dengan mudah, karena syaratnya mudah dan prosesnya sebentar. Fokus dari penelitian ini adalah proses rekrutmen dan seleksi dalam meningkatkan kinerja karyawan di PNM Mekaar Unit Kadur 2. Tujuan dari penelitian ini adalah untuk 1) mengetahui proses rekrutmen dan seleksi karyawan, 2) mengidentifikasi kendala dalam proses rekrutmen dan seleksi, dan 3) mengetahui efektivitas rekrutmen dan seleksi dalam meningkatkan kinerja karyawan di PNM Mekaar Unit Kadur 2. Metode yang digunakan dalam penelitian ini adalah teknik analisis deskriptif kualitatif dengan *basic research*. Untuk pengumpulan data, digunakan teknik wawancara, grup fokus dan dokumentasi. Hasil penelitian menunjukkan bahwa 1) Tahapan proses rekrutmen diantaranya permintaan karyawan, publikasi lowongan kerja, proses lamaran, wawancara kerja dan psikotes, seleksi karyawan dan tes lapang, serta kontrak kerja. 2) kendala yang dihadapi oleh perusahaan adalah karyawan mudah resain, disebabkan lingkungan toxic dan ketidaksesuaian kontrak kerja, dan 3) melalui lima kriteria efektifitas didapatkan ketidak efektifan

Kata kunci: Rekrutmen, Seleksi, Efektivitas, Kinerja.

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rekrutmen dan seleksi. Sedangkan melalui enam kriteria kinerja karyawan, proses rekrutmen dan seleksi sangat berpengaruh positif terhadap kinerja karyawan dalam indikator quality, quantity, dan cost effectiveness dan berpengaruh negatif terhadap kinerja karyawan dalam indikator timelines, need for supervision, dan interpersonal impact.

INTRODUCTION

Recruitment is a process of attracting people at the right time, in sufficient numbers, and with appropriate requirements to fill vacancies in the organization.¹ The recruitment process is very important to be well prepared in order to obtain the best employees with the selection stage.² According to Kasmir, selection is a process to select employees who meet the requirements or standards that have been set.

The fact that is rampant in several agencies, employee recruitment is carried out based on insider recommendations and without going through the recruitment stage and even if there is, the recruitment and selection stage is only a formality. This is contrary to the purpose of recruitment and selection, which is to get the best employees³ in order to optimize employee performance to achieve company goals.⁴

Seeing the above facts, companies should implement fair and transparent recruitment and selection procedures, so that companies can reduce

¹ R. Wayne Mondy, *Managemen Sumber Daya Manusia Jilid*, jilid 1 edisi 10 (Jakarta: Erlangga, 2008).

² Muhammad Rusli and dkk, "Pengaruh Kualitas SDM, Kuantitas SDM Dan Sasaran Kerja Terhadap Kinerja Pegawai Kantor Kementrian Agama Kabupaten Kapuas," *Administratus: Jurnal Ilmu Administrasi Dan Manajemen* 4 (n.d.).

³ Mondy, *Managemen Sumber Daya Manusia Jilid*.

⁴ Amirullah and Rindyah Hanafi, *Pengantar Managemen* (Yogyakarta: Graha Ilmu, 2002).

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risks and increase the success of the recruitment and selection process.⁵ In the selection process, company management must pay attention to the suitability of the knowledge, skills, abilities of prospective employees with the job and the needs of prospective employees with the company environment, as well as the suitability between the personal values of prospective employees with company values.⁶ The best employees are obtained from effective recruitment and selection strategies. In this case, PNM is also a company that implements an effective and procedural recruitment and selection process.

PNM's recruitment and selection process is done procedurally, but on the other hand there is a problem phenomenon that occurs in the recruitment process. In the company, there is a high number of applicants who apply to the company with the acceptance process that does not last long. This is a sign that the current recruitment system may not be effective or suitable for the company's needs. In addition, the high rate of employee turnover or resignation and recruitment can through this research later be known the cause behind the high resignation rate, whether it is due to problems in the work environment, unmet employee development needs, or other factors. Therefore, the effectiveness of the recruitment and selection process needs to be considered.

According to Mardiasmo, effectiveness is a measure of the success or failure of achieving the goals of an organization to achieve its goals.⁷ According to Kamarudin, effectiveness is a condition that shows the level of

⁵ Rudy Haryanto, *Manajemen Sumber Daya Insani; Materi 2 Pengadaan Dan Pengembangan SDI* (Pascasarjana IAIN Madura, 2024).

⁶ Ibnu Hammamsyah Maulana and Mega Pusпита Sari, "Peran Rekrutmen Dan Seleksi Dalam Meningkatkan Kinerja Karyawan Pada Kedai Kopi 3 Cooks, Kota Bekasi," *Jurnal Ikrath-Ekonomika* 6, no. 2 (2023): 339–44.

⁷ Tadi Aryadi, *Analisis Efektifitas Kerja Pegawai* (Cirebon: CV. Elsi Pro, 2020).

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success of management activities with the objectives set first.⁸ In measuring the success of an organization's activities, it can be seen through five effectiveness criteria, namely productivity, work adaptability, job satisfaction, profitability and resource search. If all the effectiveness criteria in the recruitment and selection process are met, it can be said that the recruitment and selection process is effective which will affect employee performance.

According to Mangkunegara, performance is a term that refers to Job Performance or Actual Performance, which describes a person's work achievement. Hersey and Blanchard, as cited by Rivai, define performance as the result of motivation and ability. To successfully complete job tasks, a person needs the appropriate level of motivation and ability.⁹ Bernardin and Russel put forward 6 criteria used to measure employee performance: 1) Quality, 2) Quantity, 3) Timelines, 4) Cost Effectiveness, 5) Need for Supervision, 6) Interpersonal Impact.¹⁰ Employee performance is also influenced by factors such as organizational social responsibility behavior (OCB) and organizational culture (Ameer, 2017).¹¹

There is previous research conducted by Ibnu Hammamsyah & Mega Puspita Sari (2023) entitled *The Role of Recruitment and Selection in Improving Employee Performance at 3 Cooks Coffee Shop, Bekasi City* which states that the role of good and effective recruitment and selection is very

⁸ Monica Feronica Bormasa, *Kepemimpinan Dan Efektivitas Kerja* (Banyumas: Pena Persada, 2022).

⁹ Rosento, "Efektivitas Rekrutmen Dalam Kinerja Karyawan Pada Bagian Pemasaran Di Cv Ikra Cendana Lintang Jakarta," *Cakrawala*, 1, 18 (2018).

¹⁰ Tun Huseno, *Kinerja Pegawai: Tinjauan Dari Dimensi Kepemimpinan, Misi Organisasi, Budaya Organisasi, Dan Kepuasan Kerja* (Malang: Media Nusa Kreatif, 2016).

¹¹ Simon Ntumi and dkk, "Validating Scales for Measuring the Influence of Social Responsibility Behavior and Organizational Culture on Employee Performance in the Ghanaian Context," *Open Science Journal* 9 (n.d.): 2–3.

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influential in improving employee performance¹² and employee performance also greatly affect the progress of the company.¹³

In addition, there is research written by Acep Samsudin et al with the title Analysis of the recruitment and selection process on employee performance states that quality prospective employees are obtained from an effective recruitment process while a careful selection process can ensure that the selected employees match the needs and criteria of the company.

From the first and second studies, there is a similarity that the role of recruitment and selection has an influence in improving employee performance. The differences found in the first and second studies are in the data collection methods used and the object of research. The first study used descriptive qualitative methods by means of observation, interviews and documentation. While the difference in the second research is very clear with quantitative methods. In this study, the intended object is PNM Mekaar Unit Kadur 2.

Permodalan Nasional Madani (PNM) is a state-owned financial institution established as a government commitment to support, develop, and nurture micro, small, and medium enterprises (MSMEs). PNM aims to provide access to financing and support to MSMEs in order to grow and develop sustainably.¹⁴

¹² Maulana and Sari, "Peran Rekrutmen Dan Seleksi Dalam Meningkatkan Kinerja Karyawan Pada Kedai Kopi 3 Cooks, Kota Bekasi."

¹³ Abd. Rohim and Rudy Haryanto, "Analisis Manajemen Kompensasi Dalam Meningkatkan Motivasi Dan Kinerja SDI Di Perusahaan Petis Hj. Diya Food Sampang," *Al-Hiwalah: Sharia Economic Law* Vol. 2, no. 1 (2023): 81, <https://doi.org/10.47766/alhiwalah.v2i1.1482>.

¹⁴ "https://www.pnm.co.id/pages/office," n.d.

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METHODS

The research method applied is qualitative with basic research. The resulting data will be presented in descriptive form to provide a comprehensive picture of the research results. This qualitative approach aims to find the truth about a phenomenon that demands in-depth attention to aspects that are considered important. Data sources consist of primary data and secondary data. This research is focused on PNM Mekaar Unit Kadur 2 as the main research object.

The data collection techniques used include interviews, focus groups and documentation. Interviews were conducted by interviewing leaders and staff related to the recruitment and selection process at PNM Mekaar Unit Kadur 2, focus groups were conducted with discussions to obtain in-depth data on views and experiences related to a topic. Meanwhile, documentation involves collecting data from various written sources such as company reports, scientific books, and other sources.

RESULTS AND DISCUSSION

A. Employee Recruitment and Selection Process

Based on direct research and interviews, the recruitment process of PNM Mekaar Unit Kadur 2 can be done in the following ways:

1. Recruitment Source

a. Internal Sources (from within the company)

PNM Mekaar Unit Kadur 2 prioritizes from within the company because it is considered an optimal approach to obtaining quality prospective employees, which in turn will improve performance. In addition, this approach is also more economical and efficient in terms of cost and time. Prospective

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employees will undergo an evaluation process in accordance with applicable procedures. In addition, more attention is paid to recommendations from company insiders to reinforce strong loyalty.

b. External Sources (from outside the company)

PNM Mekaar Unit Kadur 2 decided to take external steps as the last solution due to the difficulty of finding qualified employees within the company. They utilize electronic media, such as brochures, distributed through social media either through Instagram, whatsapp stories, tiktok. Overall, the recruitment process of PNM Mekaar Unit Kadur 2 is carried out online to disseminate information quickly to prospective employees.

2. Recruitment and Selection Procedures

The recruitment and selection procedures of PNM Mekaar Kadur Unit can be described as follows :

a. Employee Request

The HR department will submit requests for new employees to fill vacant positions, replace resigned employees and open new unit offices.

b. Employee Addition Form

The employee addition form must be filled out by the HR management department and then forwarded to the Area Head for approval, if not approved by the Area Head, it is archived. If the Area Head has approved the addition of employees, then human resources and management analyze the company's ability to add employees, to adjust the compensation that can be given.

c. Internal and external sources

- 1) Internal sources come from recommendations from within the company.

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- 2) While external sources come from outside the company. Prospective employees must fill in the registration link at bit.ly/TesMekaar-LCH by uploading the files listed in the pamphlet that has been distributed through social media.

d. Employee Selection

If you meet the qualifications, you will be contacted by the HR management department. Of course, with attention to:

- 1) The suitability of the prospective employee's knowledge for the job.
- 2) The suitability of the prospective employee's skills for the job.
- 3) The suitability of the prospective employee's ability for the job.
- 4) The suitability of the needs of prospective employees with the company environment.
- 5) Congruence between personal values of prospective employees and company values.

e. Employee Interview

After passing the selection stage, prospective employees will be contacted to conduct an interview test via online via whatsapp phone and offline through the nearest unit office from the applicant's address. In addition, at this interview stage, it is also explained about the facilities, benefits of the company.

f. Psychological Test

After passing the interview stage, the HR department will contact again and inform the next stage, namely psychological testing via zoom. The psychological test is carried out by the HR management department. The psychological test stages, namely psychological test questions in the form of accounting and psychological questions, are given to prospective employees to

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be done and directly supervised via zoom with a processing time of 45 minutes. After completing the work, it was corrected, and passed on the day the psychological test was conducted.

g. Field Test or Training

After being declared to have passed the psychological test, then a field test/training is carried out for 3 days. The field test is directly supervised by the branch head and the one who certifies whether or not it passes is the branch head, if declared passed by the branch head, it will be forwarded to the HR department and designated as an employee.

h. Employment contract and determination as an employee

3. Position at PNM Mekaar Unit Kadur 2

Table 1: Employees of PNM Mekaar Kadur Unit 2

NO	NAME	POSITION	UNIT	DATE OF ENTRY	RESIGN
18.625	Ach. Wasil	AO	Pamekasan Area 2 Unit Kadur 2	23-08-2023	-
18.626	Ach. Alfian Sofyan	AO	Pamekasan Area 2 Unit Kadur 2	17-11-2022	-
18.627	Ach. Khoirul Roziqin	AO	Pamekasan Area 2 Unit Kadur 2	07-11-2022	-
18.628	Achmad Sofwan	AO	Pamekasan Area 2 Unit Kadur 2	05-12-2022	-
18.629	Badri Salam	AO	Pamekasan Area 2 Unit Kadur 2	16-12-2022	-
18.630	Hary Wahyudi	AO	Pamekasan Area 2 Unit Kadur 2	22-02-2024	-
18.631	Hidayatus Shipyan	AO	Pamekasan Area 2 Unit Kadur 2	03-01-2024	-
18.632	Indriyani	FAO	Pamekasan Area 2 Unit Kadur 2	06-05-2019	-
18.633	Maulida Yuliyanti	FAO	Pamekasan Area 2 Unit Kadur 2	25-01-2023	-
18.634	Muzayyadi	AO	Pamekasan Area 2 Unit Kadur 2	18-08-2023	-
18.635	Rofiki	AO	Pamekasan Area 2	03-11-2022	-

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			Unit Kadur 2		
18.636	Rusdina Dewi	SAO	Pamekasan Area 2 Unit Kadur 2	17-09-2020	-
18.637	Salma Hanif Cholil	AO	Pamekasan Area 2 Unit Kadur 2	16-07-2022	-
18.638	Siti Rohana	SAO	Pamekasan Area 2 Unit Kadur 2	26-01-2021	-
18.639	Ulfa Yuliyandari	SAO	Pamekasan Area 2 Unit Kadur 2	16-05-2019	-
18.640	Meri Irawati	Kepala Cabang	Pamekasan Area 2 Unit Kadur 2	12-12-2019	-
18.641	Devi Fariana Khalida	FAO	Pamekasan Area 2 Unit Kadur 2	25-04-2023	-

Source: PNM Mekaar Unit Kadur 2

7 The position offered at PNM Mekaar Unit Kadur 2, there has never been an over position, meaning that the position offered at the initial stage through the recruitment brochure is in accordance with the position received by employees in carrying out their work.

B. Constraints in Employee recruitment and selection

1. Employee Resignation

Table 2: Employee Resignation PNM Mekaar Kadur Unit 2

NO	NAME	POSITION	UNIT	DATE OF ENTRY	RESIGN
18.642	Diah Putri Permatasari	FAO	Pamekasan Area 2 Unit Kadur 2	26-02-2023	01-04-2024
18.643	Hafid	AO	Pamekasan Area 2 Unit Kadur 2	16-02-2022	02-03-2023
18.644	Berlianita Anisa	AO	Pamekasan Area 2 Unit Kadur 2	18-07-2022	13-07-2023
18.645	Ahmad Rizal	AO	Pamekasan Area 2 Unit Kadur 2	16-04-2021	02-08-2023
18.646	Muhtadi	AO	Pamekasan Area 2 Unit Kadur 2	01-05-2021	19-08-2023
18.647	Erva Ningsih	AO	Pamekasan Area 2 Unit Kadur 2	16-07-2022	05-09-2023

Source: PNM Mekaar Unit Kadur 2

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Based on table 2 above, it can be seen that in the period 2023-2024 there were 6 employees who resigned from PNM Mekar Unit Kadur 2, this was based on several reasons, namely the target factor, working hours are not in accordance with the work contract, environmental factors or toxic and finding another better job.

2. Psychological Test

The obstacle faced by PNM Mekar Unit Kadur 2 is uncertainty about the behavior and loyalty of prospective employees. According to the results of HR management interviews, the psychological test process at PNM is not optimal because it is conducted online. The impact of this selection process is the creation of a toxic work environment. Some employees sometimes cannot control their emotions so that they can affect the performance of other employees.

3. Employment contract and assignment

According to Maulida Yuliyanti, an FAO employee, the company's policy issues related to the employment contracts offered to prospective employees do not match actual practices, especially regarding working hours. The situation where the employment contract states working hours until 4pm, but employees in reality work until late at night, shows a discrepancy between company policy and actual practice. The impact is that employees feel unappreciated and burdened by working more than agreed in the contract, which can ultimately result in decreased motivation, fatigue, burnout, and overall productivity and quality of work. Although others are also accustomed to the prevailing working hours.

C. Effectiveness of Recruitment and Selection in Improving Employee Performance

Work effectiveness is the achievement of goals that have been agreed upon, and the level of achievement shows how effective an effort is. From the explanation of the recruitment process above, there are obstacles experienced by the company, from which the company needs to evaluate the recruitment and selection process in improving employee performance. The obstacles mentioned above show that the employee recruitment and selection process affects the performance of some employees. That the ineffectiveness of recruitment and selection after the interview process is in the psychological test stage and the delivery of employee employment contracts.

We can see the ineffectiveness of recruitment and selection by using five effectiveness criteria (benchmarks that determine whether or not recruitment and selection are effective), which are as follows:

1. Productivity, ineffective psychological testing practices can have a negative impact on employee productivity. Behavioral and loyalty ambiguities caused by inadequate psychological testing can impair employee performance and their ability to perform.
2. Work adaptability, discrepancies between employment contracts and actual practices regarding working time can create instability in the work environment, which hinders employees' ability to adjust to rapid changes.
3. Job satisfaction, employees who feel dissatisfied with their working conditions tend to be less happy and less motivated to perform their tasks well. This leads to lower performance and resignation.
4. Ability to profit, if employees do not match the needs and potential of the company, this can hinder the company's ability to make a profit from the capital investment that has been made.

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5. Resource sourcing in employee recruitment, the importance of finding and recruiting employees who match the needs and potential of the company is crucial in this context.

Furthermore, if associated with the selection indicator, the implementation of the selection process at PNM Mekar Kadur 2 unit has considered the suitability of the knowledge, skills, abilities of prospective employees with the job and the needs of prospective employees with the company environment, as well as the suitability of the personal values of prospective employees with company values. The recruitment and selection process is carried out effectively by following the applicable procedures at PNM Mekar Unit Kadur 2.

The obstacles faced by the company made the recruitment and selection process ineffective as seen from the creation of a toxic environment which resulted in decreased employee performance so that within one year there were 6 employees who resigned.

Based on 6 criteria used to measure employee performance:

1. Quality, In the performance process, PNM has employees who are loyal to the company and fulfill work targets in accordance with company regulations.
2. Quantity, Overall the fulfillment of positions and tupoksi at PNM has been achieved. If an employee resigns and or is fired, there will be recruitment of new employees according to the required qualifications.
3. Timelines, The performance process is on time but sometimes it is delayed, and employees still have to complete the targets that have been set.

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4. Cost Effectiveness, Efforts made by PNM to obtain maximum results by recruiting employees and giving warnings or dismissing employees whose performance has decreased.
5. Need for Supervision, PNM still requires supervision of employee performance, as evidenced by the existence of ST (warning letter) and SP (warning letter)..
6. Interpersonal Impact, The tendency of toxic behavior in PNM is very influential in the work environment, this can be seen from the reasons why employees resign.

The recruitment and selection process has a very positive effect on employee performance in the indicators of quality, quantity, and cost effectiveness. Meanwhile, the indicators of timelines, need for supervision, and interpersonal impact have a negative effect on employee performance because of delays in targets, the need for supervision and the creation of a toxic environment.

CONCLUSIONS

Based on the results of research on the effectiveness of recruitment and selection in improving employee performance at PNM Mekar Unir Kadur 2, the following conclusions can be drawn:

The recruitment and selection process is carried out effectively by following the applicable procedures at PNM Mekar Unit Kadur 2 with stages of employee requests from HR, publication of job vacancies, application process and job interviews, employee selection and employment contracts. When associated with selection indicators, the implementation of the selection process at PNM Mekar Kadur 2 unit has considered the suitability of the knowledge, skills, abilities of prospective employees with the job and the needs

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of prospective employees with the company environment, as well as the suitability of the personal values of prospective employees with company values.

The obstacle faced by the company is that employees are less able to stay long as a result it has an impact on the company's operational activities and affects the condition of the company. This makes the recruitment and selection process ineffective as seen from the creation of a toxic environment which results in decreased employee performance so that within one year there were 6 employees who resigned.

Through the five criteria of effectiveness, it is found that recruitment and selection are ineffective, this is because psychological tests and employment contracts still have weaknesses that have a negative impact on productivity, work adaptability, job satisfaction, profitability, and resource search in employee recruitment. As measured through the six criteria of employee performance, the recruitment and selection process has a very positive effect on employee performance in the indicators of quality, quantity, and cost effectiveness. Furthermore, the recruitment and selection process has a negative effect on employee performance in the indicators of timelines, need for supervision, and interpersonal impact due to delays in targets, the need for supervision and the creation of a toxic environment.

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