

Analysis of Recruitment and Empowerment and Their Influence on the Human Resources Performance of the Nganjuk Environmental Service

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Article Information		Abstract
Submission date	10 December 2023	<p>Research aim: The aim of the research is understand the recruitment process to distribute employees evenly so that the strength of human resources becomes more balanced.</p> <p>Design/Method/Approach: This method uses a quantitative approach with associative causality research techniques. In this research, the questionnaire uses the SPSS application in the calculation process.</p> <p>Research Findings</p> <p>Research Finding: The results of multiple regression analysis show that Recruitment (X1) and Human Resource Empowerment (X2) partially influence the dependent variable (Y), namely Employee Performance. Meanwhile, the Ha test simultaneously means that Recruitment (X1) and Human Resource Empowerment (X2) as a whole (simultaneous) have an effect on the dependent variable (Y) on Human Resource Performance.</p> <p>Theoretical contribution/originality: Human resource planning has a significant and positive effect on HR performance, according to HR planning it turns out to have an effect on employee performance, although not significant.</p> <p>Research Limitations: In this research, by limiting the problem to variables, this research only focuses on discussing recruitment and empowerment of human resources for managing employee performance at the Environmental Service.</p> <p>Keywords: Recruitment, Employment, Performance</p>
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1. Introduction

Considering current global changes characterized by intense competition between organizations and businesses, the function of human resources has become more important. Utilizing the full potential of human resources is one strategy to stay ahead of the competition [1].

Table 1. Evaluation of Nganjuk Regency Environmental Service Recruitment

No	Ability Type	Value Criteria August 2023		
		Very good	Good	Not enough
1	Integrity	42%	12%	9%
2	Skill	56%	28%	5%
3	Language ability	64%	42%	16%
4	Technological capabilities	35%	18%	7%
5	Communication Ability	61%	42%	21%
6	Collaboration Ability	67%	36%	13%
7	Self-development	53%	38%	11%

Source: Environmental Service Internal HRD Data, 2023

There are still recruitment assessments that fall into the "Least" category, meaning they do not meet the criteria according to the evaluation findings [2]. This proves that the agency was not careful in selecting candidates during the recruitment process and did not immediately address staff shortages. Keeping these factors in mind, it is imperative for businesses to place greater emphasis on the quality of employees in terms of their education, experience and overall well-being [3]. Only in this way will their employees be highly motivated to give their all to achieve organizational goals.

The fact that some workers continue to perform poorly is a familiar phenomenon. This can be seen from the large number of workers who are placed in positions that do not match their abilities and level of education [4]. As a result, they tend to underperform because they are unsure of what they are supposed to do [5]. People with a Bachelor's degree in Computer Science often work in the product and package delivery sectors, while those with a Bachelor's degree in Economics tend to work in the service sector. Staff productivity can decrease if something like this happens. Recruitment is another element thought to influence employee performance, according to pre-research findings [6]. Permanent staff recruitment procedures may still be shrouded in mystery. According to recent research, human resource planning has a significant and positive effect on HR performance, as shown in a number of previous studies. finding conflicting findings [7]; HR planning does impact employee performance, but in a favorable and insignificant way. Likewise, research shows that HR planning does not affect workplace productivity [8]. In addition, staff performance is positively and significantly influenced by the literature review regarding recruitment. Recruitment, according to research, does not have a significant impact on employee performance. Research on outplacement is also recognized as having a positive impact on productivity in the workplace. These results contradict previous research that found no correlation between location and workplace productivity [9].

As stated previously, placement should be based on established job descriptions and requirements, with a guiding concept of matching the right person to the right job and the right location [10]. Human Resources For a business to achieve its goals, performance is critical. Therefore, it is the responsibility of business leadership to inspire workers to give their all to their work. Of course, there are a number of factors that employers must consider when it comes to employee performance, including staffing and on-the-job training [11]. Better results will be achieved by employees whose work matches their knowledge and abilities compared to employees whose positions are less suitable. On the other hand, personnel training can help improve performance [12].

By implementing an efficient recruitment system that is carried out according to objectives, complying with regulations, and in a way that is appropriate for prospective employees, companies can obtain high-quality workers who can help them achieve their goals and, hopefully, progress along the same path [13]. Searching for and attracting potential job candidates is the first step in the recruitment process, namely gathering qualified candidates to fill open positions [3]. At the same time, recruiting is defined as "a set of actions taken to identify and attract potential employees who have the intrinsic motivation, competence, and expertise to fill open positions as determined through personnel planning" [14].

Human resource planning has a significant and positive effect on HR performance,

according to previous research [15]. On the other hand, [16]it was found that HR planning had an effect on employee performance, although not significantly. Likewise, [17]it was found that HR planning had no effect on employee performance. In addition, staff performance is positively and significantly influenced by the literature review regarding recruitment. On the other hand, recruiting does not have a significant impact on employee performance, according to one study [18]. Research on outplacement is also recognized as having a positive impact on productivity in the workplace. Research conducted [19]shows that placement does not affect employee performance, which is contrary to these findings.

Both this study and previous studies have used non-probability sampling as a purposive sampling strategy [20], and the results vary according to the quantity of respondents. Some variables have been updated and new material has been presented for further investigation; Also, a number of current activities have been expanded [21].

Examining the influence of recruitment and empowerment on the performance of Nganjuk Regency Environmental Service employees is the main objective of this research. It is clear from the introduction that the main focus of this research is the influence of recruitment on the efficiency and effectiveness of the human resources department of the Nganjuk Environmental Service. Next, Empowerment of Human Resources Performance of the Nganjuk Regency Environmental Service. The third issue is the performance of the Nganjuk Regency Environmental Service's human resources, including employee recruitment and empowerment.

1.1. Statement of Problem

In this research, there is a problem formulation found by researchers, namely: The recruitment process carried out has not provided improvements in employee self-development in carrying out their work, so that employee performance experiences ups and downs and cannot achieve the best performance. Empowerment of human resources that occurs in agencies does not meet employee quality standards, because the need for labor is high but has sufficient capacity to meet the needs of the desired number of employees.

1.2. Research Objectives

In this research, looking at the existing problems, the research objectives in the research are as follows: 1. Know and analyze Recruitment on the Human Resources Performance of the Nganjuk Environmental Service. 2. Know and analyze the Human Resources Performance Empowerment of the Nganjuk Environmental Service. 3. Know and analyze the Recruitment and Empowerment Performance of Human Resources for the Nganjuk Regency Environmental Service.

2. Method

By concentrating on a small number of variables and their operational definitions, this research method resolves assumptions about clause-type symptom relationships using a quantitative approach and non-probability sampling procedures. Research that aims to uncover the problem of a cause-and-effect relationship between two variables or better known as associative causality research. Independent and dependent variables are used in this research. One of the independent variables is the recruitment process which includes administering exams, conducting interviews, and ultimately evaluating candidates based on their exam scores. Improving the community's ability to handle their problems and improving their standard of living according to expectations are two results of the Empowerment

Variable, namely a community development process that is participatory, transformational and sustainable. Meanwhile, the Human Resource Performance variable is a dependent variable that has the potential to influence the independent variable. The saturated sample used in this research was 96 samples from a population of 96 respondents who had an influence on the variables used in the research. Respondents came from the HR division and field implementers, two groups with a large number of employees working in these fields. Classic assumption tests (validity, reliability, normality, multicollinearity, heteroscedasticity, autocorrelation, and coefficient of determination) as well as multiple linear analysis tests with coefficient of determination, t test (partial), and f test (simultaneous) are used to analyze data collected from the questionnaire with used a Likert calculation scale in this research.

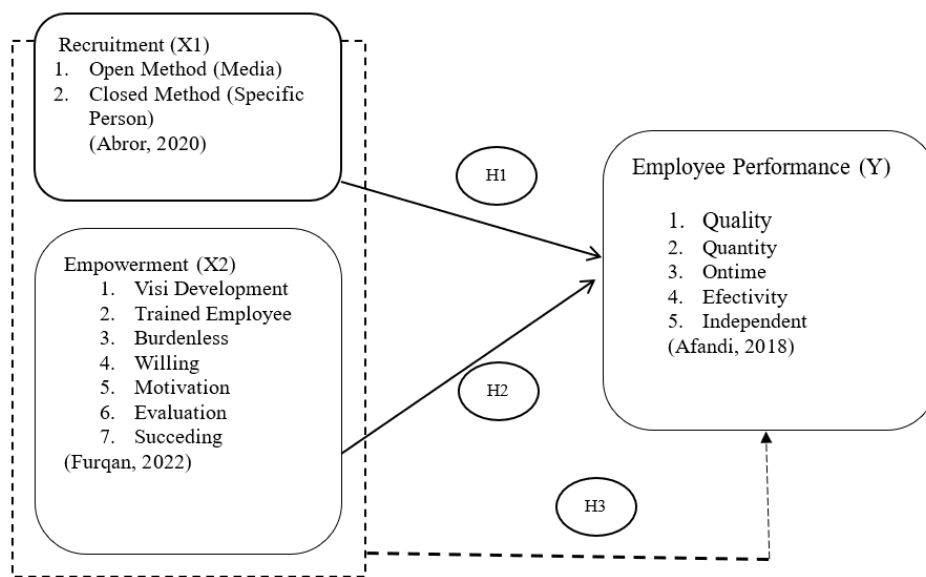


Figure 1. Quantitative Research Model

3. Results and Discussion

As part of the district government led by the Regent, the Nganjuk District Environmental Service operates. Managing and realizing the welfare of the surrounding community through developing basic services, empowering the community and building a beautiful culture, building a healthy and sustainable environmental structure, and realizing trustworthy governance is the goal of the Environmental Service. By preventing and helping local communities, this service aims to protect their environmental areas from pollution.

Data analysis

In this research, based on the validity and reliability tests carried out, it was found that:

Validity test

Because 94 is the number of research samples ($96-2= 94$), the r table value is 0.200 when comparing these findings with degrees of freedom ($df = n - 2$).

Table 2. Validity Test Results

Question	Corrected Items – Total	R Table	Information
X1.1	0.598	0.200	Valid
X1.2	0.516	0.200	Valid
X1.3	0.720	0.200	Valid
X1.4	0.613	0.200	Valid
X1.5	0.608	0.200	Valid
X2.1	0.489	0.200	Valid
X2.2	0.488	0.200	Valid
X2.3	0.530	0.200	Valid
X2.4	0.507	0.200	Valid
X2.5	0.617	0.200	Valid
X2.6	0.653	0.200	Valid
X2.7	0.775	0.200	Valid
Y.1	0.640	0.200	Valid
Y.2	0.871	0.200	Valid
Y.3	0.707	0.200	Valid
Y.4	0.485	0.200	Valid
Y.5	0.820	0.200	Valid
Y.6	0.780	0.200	Valid
Y.7	0.821	0.200	Valid
Y.8	0.801	0.200	Valid
Y.9	0.712	0.200	Valid
Y.10	0.832	0.200	Valid

Source: data processed by researchers, 2023

Based on the calculation findings above, each item in the questionnaire has a value greater than the r table, which shows that all of them are valid and can be used for further testing.

Reliability Test

Table 3. Reliability Test Results

Variable	Cronbach Alpha (>0.70)	Information
Recruitment	0.764	Reliable
Empowerment of human resources	0.765	Reliable
Employee performance	0.880	Reliable

Source: Processed primary data, 2023

The findings above show that all the variables used are reliable, because each item in the questionnaire has a value of more than 70.

Normality Test

Table 4. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residuals
N		96
Normal Parameters a, b	Mean	.0000000
	Std. Deviation	3.57392459
Most Extreme Differences	Absolute	.061
	Positive	.042
	negative	-.061
Statistical Tests		.061
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Processed primary data, 2023

The results of the normality test using One Kolmogorov-Smirnoff show that all data in this study has a value of 0.200, greater than 0.05.

Multicollinearity Test

Table 5. Multicollinearity Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	19,490	2,336		8,342	,000		
	Recruitment	1,538	,110	,780	13,956	,000	,990	1,011
	Empowerment	,482	,065	,413	7,390	,000	,990	1,011

a. Dependent Variable: Human Resources Performance

Source: Processed primary data, 2023

The VIF values for the recruitment variable and empowerment variable are $1.011 < 10.00$ and $1.011 < 10.00$ respectively based on the results table. Thus, X 1, there is no multicollinearity.

Heteroscedasticity Test

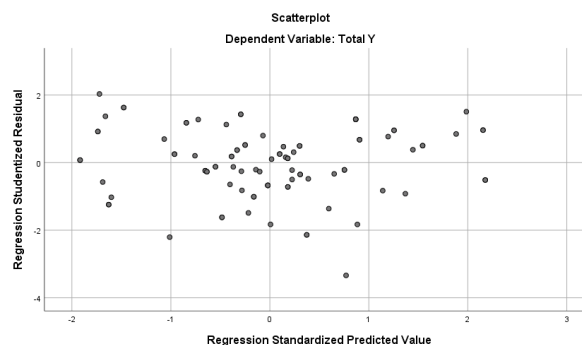


Figure 2. Heteroscedasticity Test Result

Source: Processed primary data, 2023

In this plot, the Y axis represents the predicted Y and the X axis represents the actual, standardized presence of Y. Based on the test findings, the data has no visible pattern and the

points are scattered in all directions.

Autocorrelation Test

Table 6. Autocorrelation Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,844 ^a	,713	,707	3,612
a. Predictors: (Constant), X22, Total X1				
b. Dependent Variable: Total Y				

Source: Processed primary data, 2023

Since $dw < du$, specifically $3.612 < 1.7103$, and $dU = 1.7103$ in this sample size, we can conclude that autocorrelation does not exist.

Hypothesis Testing

Multiple Linear Regression Analysis

In this research, we use multiple linear regression analysis to find out how much influence Recruitment and Empowerment, two independent variables, have on HR Performance. Following is the data generated by the test:

Table 7. Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19,490	2,336		8,342	,000
	Recruitment	1,538	,110	,780	13,956	,000
	Empowerment	,482	,065	,413	7,390	,000
a. Dependent Variable: Human Resource Performance						

Source: Processed primary data, 2023

$$Y = 19,490 + 1,538 \text{ Recruitment (X1)} + 0.482 \text{ Empowerment (X2)}$$

Human Resource Performance (Y) is 19.246 according to previous calculations, this shows that the independent variables Recruitment (X1) and Empowerment (X2) have a constant value or n/a and the coefficient value that influences these variables is 19.490. X1 recruitment variable shows a positive regression coefficient of 1.538. This shows that the relationship between Recruitment (X1) and Human Resource Performance (Y) is unidirectional; This means that if all other variables remain constant, an increase in Recruitment (X1) by one unit results in an increase in Human Resource Performance (Y) by 1,538 units. X2 empowerment variable with a positive regression coefficient of 0.482. This shows that the relationship between Empowerment (X2) and Human Resource Performance (Y) is unidirectional; that is, if all other variables remain constant then Y increases by 0.482 for every 1 unit increase in Empowerment (X2).

Coefficient of Determination (R^2)

Table 8. Coefficient of Determination (R^2) Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,844 ^a	,713	,707	3,612	1,905
a. Predictors: (Constant), Empowerment, Recruitment					
b. Dependent Variable: Human Resource Performance					

Source: Processed primary data, 2023

The R^2 score, which stands for coefficient of determination, was set at 0.713, or 71.3%, based on the test findings. Human Resource Performance (Y) is significantly influenced by independent factors in this research, namely X1 and X2 at 71.3%; other variables accounted for the remaining 28.7%.

Partial Test (t Test)

Table 9. Partial Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19,490	2,336		8,342	,000
	Recruitment	1,538	,110	,780	13,956	,000
	Empowerment	,482	,065	,413	7,390	,000
a. Dependent Variable: Human Resource Performance						

Source: Processed primary data, 2023

Based on these findings, there are 96 observations with a k value of 2, which means the degree of freedom (df) is 94. Because the calculated t value is $13.956 > 1.657$, we can reject H_0 and accept H_1 , and the t-table value is 1.661, it can be concluded that the probability value of X1 equal to $0.000 < 0.05$. With a p-value of $0.000 < 0.05$ and a t-count of $7.390 > 1.657$, the Empowerment variable (X2) is confirmed to have a marginally significant influence on Human Resource Performance (Y), thus rejecting H_0 and accepting H_1 .

Simultaneous Test (F Test)

Table 10. Partial Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3010.477	2	1505.239	115.365	,000 ^b
	Residual	1213.429	93	13.048		
	Total	4223.906	95			
a. Dependent Variable: Human Resources Performance						
b. Predictors: (Constant), Empowerment, Recruitment						

Source: Processed primary data, 2023

F table = 3.94 is the result of a simultaneous test determined by $df_1 = k-1 = 2-1 = 1$, $df_2 = nk = 96 - 1 = 95$. The SPSS output findings show that the f-count value is $115.365 > f$ -table 3.94, and probability $0.000 < 0.05$. Based on the simultaneous test, the probability value is less than the 0.05 significant level. This shows that both recruitment (X1) and empowerment (X2) variables jointly influence the dependent variable (Y), namely Human Resource Performance.

The research in this study is quantitative and uses multiple linear regression analysis to

draw conclusions from questionnaire data collected using non-probability sampling. The following 3 hypotheses were tested in this research.

Analysis of Human Resources Performance of the Nganjuk Regency Environmental Service

Based on the estimated t value of $13.956 > 1.657$ and the probability value of $0.000 < 0.05$ for the Recruitment variable (X1), we may reject the null hypothesis and accept the alternative hypothesis, which is in accordance with what we know from research conducted by the [22]beneficial and substantial impact of recruitment. on HR performance. This is confirmed by findings [23], which found that recruitment had a significant and positive effect on HR performance. Recruiting can also inspire new ways of thinking about and measuring potential employees.

Analysis of Human Resources Performance of the Nganjuk Regency Environmental Service

The calculated t value is $7.390 > 1.657$ and the probability value is $0.000 < 0.05$ for the Empowerment variable (X2) indicating that the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted which states that the Empowerment variable (X2) has a somewhat significant influence on Human Resources Performance (Y). The research conducted [24]strengthens the findings of this research by showing that empowerment significantly improves HR performance. Six [25]factors—desire, trust, confidence, credibility, responsibility, and communication—contribute to the theoretical human resource empowerment variable. Statistical analysis shows that these six variables are the main contributors [26].

Analysis of Human Resources Performance at the Nganjuk Regency Environmental Service

With a calculated f value of $115.365 > f$ table 3.94 and a significance or probability value of $0.000 < 0.05$, this result shows statistical significance. In the simultaneous test the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted if Fcount is greater than Ftable and the probability value is less than the 0.05 significance level. This shows that the independent variables Recruitment (X1) and Empowerment (X2) together influence the dependent variable Human Resource Performance (Y). This is in line with findings [27], which found that selection influences HR performance [28]as part of the recruitment and empowerment process. To achieve business goals, employees must be in harmony with their desires, meaning that good and appropriate selection carried out by the company can produce prospective workers who are high performing without any coercion or demands [29]. The company's selection process is designed to ensure that prospective employees are qualified for the position [30]. This is achieved through various means, such as testing the candidate's general knowledge of the company's profile and field [31], psychological assessment, medical examination to determine whether the candidate has any infectious diseases, and physical condition examination. With this selection process in place, companies can be confident that they will recruit professionals who will provide high-quality work [31].

4. Conclusion

Based on the experimental results, Ha is accepted which means X1, Recruitment, and X2, Empowerment, have a slight influence on Y, Human Resource Performance, as the dependent variable. Meanwhile, Ha was accepted in a simultaneous test, which means that the independent variables Recruitment (X1) and Human Resource Empowerment (X2) have

an influence on the dependent variable Human Resource Performance (Y) at the same time. D the impact of profitable and substantial recruitment on HR performance. This is confirmed that recruitment has a significant and positive effect on HR performance. Recruiting can also inspire new ways of thinking about and measuring potential employees.

The Empowerment variable (X2) shows that the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted which states that the Empowerment variable (X2) has a rather significant influence on Human Resource Performance (Y). Research strengthens the findings of this study by showing that empowerment significantly improves HR performance. Factors—desire, trust, confidence, credibility, responsibility, and communication—contribute to the theoretical human resource empowerment variable.

The independent variables Recruitment (X1) and Empowerment (X2) together influence the dependent variable Human Resource Performance (Y). This is in line with the fact that selection influences HR performance as part of the recruitment and empowerment process. To achieve business goals, employees must be in harmony with their desires, meaning that good and appropriate selection carried out by the company can produce high-performing prospective workers without any coercion or demands. The company's selection process is designed to ensure that prospective employees are qualified for the employee position. This is achieved through various means, such as testing the candidate's general knowledge of the profile and areas under control, psychological assessment, health checks to determine whether the candidate has infectious diseases, and physical condition checks.

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