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The Role of Recruitment and Selection in Achieving Superior HR Performance in the Industrial Sector

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Abstract

This study examines the association between recruitment, selection, and human resource (HR) performance in Indonesia's industrial sector a context underrepresented in existing HR literature despite its distinct labor market characteristics, including a rapidly formalizing HR infrastructure and sector-specific skill demands in manufacturing, automotive, and textile industries. While prior studies confirm positive relationships between talent acquisition practices and employee performance, evidence from emerging economy industrial firms operating under semi-formalized HR systems remains limited, and the combined predictive role of recruitment and selection has rarely been tested within this context. Using a cross-sectional survey of 200 employees from industrial companies in Central Java and multiple linear regression analysis, this study finds that recruitment ($\beta = 0.456$, $p < 0.001$) and selection ($\beta = 0.523$, $p < 0.001$) are each positively associated with HR performance, together accounting for 67.8% of its variance ($R^2 = 0.678$). Because the design is cross-sectional, these results indicate association rather than causation. The findings suggest that more systematic and structured talent acquisition practices correspond with better employee performance outcomes, and offer sector-specific empirical evidence to inform HR policy in Indonesian industrial firms where formal recruitment and selection standards are still developing.

KEYWORDS

recruitment, human resource performance, industrial sector, organizational effectiveness, talent management.

Introduction

Amid the expanding scope of globalization and the growing intensity of business competition, sustaining brand competitiveness has emerged as a critical challenge for enterprises within the industrial sector. One of the key factors determining company success is the quality of human resources (HR) possessed (Fitria et al., 2023; Rosyafah & Pudjowati, 2024). Optimal HR performance not only contributes to achieving operational targets but also serves as the foundation for innovation and long-term company growth. Recruitment represents one of the crucial stages in human resource management that functions to attract and select appropriate candidates to fill available positions in an organization (Arora et al., 2024; Dwi et al., 2024). This process not only determines the quality of prospective employees who will join but also has a significant impact on individual performance and the overall organization. In an era of increasingly fierce business competition, companies are required to have competent and high-performing teams to survive and develop (Mulyani et al., 2024; Sutrisno et al., 2024). This encompasses not only technical capabilities and knowledge in respective fields but also interpersonal skills, creativity, and the ability to adapt to rapid changes. Organizations capable of integrating various expertise and perspectives within their teams will be superior in facing dynamic market challenges (A. Snell & S. Morris, 2014; Farida & Setiawan, 2022; Tarihoran et al., 2023). Furthermore, the ability to attract and retain the best talent becomes increasingly important.

Employees with high motivation and strong engagement in their work tend to

produce better performance, contribute to innovation, and drive company growth (Hidayati et al., 2024; Lee & Raschke, 2016). Therefore, effective recruitment strategies function not only to fill position vacancies but also to build a positive and productive work culture, which in turn will enhance organizational competitiveness in the global market. Consequently, companies must be proactive in designing recruitment processes that focus not only on technical skills but also on cultural fit and candidates' long-term potential. This will ensure that each team member not only meets current criteria but also has the capacity to develop alongside changing needs and challenges faced by the company.

Human resource performance is one of the primary indicators of organizational success (Widianti, 2022). Well-performing employees not only meet established targets but also contribute to innovation, efficiency, and a positive work atmosphere. They become agents of change capable of driving teams to achieve common goals and create added value for the company (Hoang Dang et al., 2025; Lee & Raschke, 2016). In this context, it is important for companies to understand how effective recruitment processes can significantly influence human resource performance. Good recruitment processes involve not only candidate selection based on skills and experience but also consider alignment with organizational values and culture (Ekwoaba et al., 2015; Irianawati et al., 2024). When new employees feel connected to the company's vision and mission, they are more likely to invest in their work and contribute maximally. Additionally, effective recruitment can help reduce turnover rates, which are often caused by mismatches between employees and the work environment.

The importance of selecting appropriate candidates is also reflected in increased productivity and job satisfaction (Bans-Akutey et al., 2021; Derati Puspita Sari et al., 2024). Employees who feel valued and suited to their roles tend to be more motivated to give their best, participate in innovative initiatives, and collaborate with colleagues. Therefore, companies must adopt a comprehensive recruitment approach that focuses not only on technical skills but also on candidates' growth potential and adaptability to change. By understanding the relationship between recruitment and human resource performance, companies can design more effective strategies to attract and retain the best talent. This will create a productive and innovative work environment while ensuring organizations remain competitive in facing continuously evolving industry challenges.

The industrial sector in the recruitment context is very important because each sector has unique skill requirements and different market dynamics (Sumartik & Ambarwati, 2023a). Sectors such as technology and manufacturing heavily depend on innovation, making effective recruitment key to finding individuals with technical skills and rapid adaptability. Additionally, varying organizational cultures across sectors allow companies to adjust recruitment processes to prevailing values, creating harmonious work environments.

In competitive industries, having high-performing teams is crucial, and appropriate recruitment can enhance human resource performance. Sectors such as healthcare and education also have significant social impacts, where effective recruitment affects not only human resource performance but also service quality to society. Furthermore, choosing sectors that offer career development opportunities can attract candidates seeking long-term growth while ensuring alignment with company vision and mission. By considering these factors, companies can formulate more effective and relevant recruitment strategies, which will ultimately contribute to improved human resource performance and overall organizational success. Recruitment and selection processes constitute the main

gateway to obtaining quality HR (Widianti, 2025). Effective recruitment will attract the best candidates, while appropriate selection will ensure chosen candidates possess competencies aligned with organizational needs. However, many companies in the industrial sector still face problems in this process, such as high turnover rates, low productivity of new employees, and mismatches between employee qualifications and job demands.

Industrial sector employees in Central Java face practical challenges in talent acquisition, including elevated turnover and difficulty matching candidate qualifications to job demands. Data from the Central Java Statistics Agency (Tri Karjono, 2024a) indicate that the industrial sector absorbs a large share of the regional workforce across manufacturing, automotive, and textile sub-sectors. While precise national turnover figures for the industrial sector require verification from primary sources as earlier estimates from secondary references may not reflect current conditions, anecdotal and sectoral evidence consistently points to mismatches between candidate qualifications and operational needs as a persistent HR challenge (Sumartik & Ambarwati, 2023b). These conditions underscore the practical relevance of examining how recruitment and selection quality relates to employee performance in this specific context.

Industrial sector employees in Central Java face practical challenges in talent acquisition, including elevated turnover and difficulty matching candidate qualifications to job demands. Data from the Central Java Statistics Agency (Tri Karjono, 2024) indicate that the industrial sector absorbs a large share of the regional workforce across manufacturing, automotive, and textile sub-sectors, while sectoral evidence consistently points to mismatches between candidate qualifications and operational needs as a persistent HR challenge (Sumartik & Ambarwati, 2023a). These structural conditions a rapidly formalizing labor market, sector-specific skill demands, and developing HR infrastructure underscore the practical relevance of examining how recruitment and selection quality relates to employee performance in this specific context, and motivate the objectives of this study.

Despite the extensive body of research on recruitment, selection, and employee performance, several important gaps remain in the existing literature. First, the majority of prior empirical studies have been conducted in developed-country contexts, where labor market structures, regulatory frameworks, and organizational HR maturity differ substantially from those in developing economies such as Indonesia (Bennington & Habir, 2003b; Ekwoaba et al., 2015). Second, sector-specific investigation remains limited: most studies treat HR practices as generic across industries, overlooking the unique workforce demands, skill requirements, and organizational cultures that distinguish manufacturing, automotive, and textile sectors (Sumartik & Ambarwati, 2023b). Third, while individual studies examine recruitment and selection as separate predictors, fewer empirically test their combined, integrated contribution to HR performance particularly in contexts where formal HR systems are still developing. This study addresses these gaps by empirically examining the role of both recruitment and selection individually and simultaneously within the industrial sector of Central Java, Indonesia.

This research becomes important as it will provide deep understanding of how recruitment and selection processes can influence HR performance in the industrial sector. By understanding this relationship, companies can optimize their HR management strategies to improve overall organizational performance. The objectives of this study are to analyze the influence of recruitment on human resource performance in the industrial sector, evaluate the influence of selection on human resource performance in the same sector, and analyze the simultaneous contribution of recruitment and selection to

human resource performance in the industrial sector. Therefore, this research is expected to provide deeper understanding of factors influencing human resource performance in the industrial context.

Literature Review

Person-Organization Fit Theory

Person-Organization Fit Theory emphasizes the importance of alignment between individuals and the organizations where they work. Logically, someone who is more 'compatible' may require less time to adapt along the way; they should do so (Kristof-Brown et al., 2023; Roberts & Robins, 2004). Person-Organization Fit Theory emphasizes the importance of ensuring that recruited candidates have high compatibility with the culture, values, and objectives of the organization where they will work. This theory states that the greater the fit between the individual and the organization, the greater the likelihood that the individual will: feel satisfied and motivated in their work, remain with the organization for extended periods, deliver superior performance, and behave in accordance with organizational values. There is a positive relationship between Person-Job Fit (PJF), Person-Organization Fit (POF), and Employee Job Performance (EJP) (Abdul, 2020). Person-job (P-J) and person-organization (P-O) fit reduce employee turnover (DALGIÇ, 2022; Kaur & Kang, 2021; Kristof-Brown et al., 2023).

The Person-Organization Fit Theory and Person-Job Fit Theory demonstrate that alignment between individuals and organizations is crucial in the context of human resource management. High compatibility between individuals and jobs (P-J Fit) as well as between individuals and organizations (P-O Fit) contributes to job satisfaction, motivation, and improved performance. Individuals who align with organizational culture and values tend to demonstrate superior performance, behave in accordance with organizational values, and exhibit higher levels of commitment. Furthermore, good fit can reduce employee turnover rates, enabling organizations to retain valuable talent and reduce costs associated with recruitment and training. Therefore, organizations need to implement recruitment strategies that emphasize value and skill compatibility to ensure that recruited candidates not only meet job requirements but also align with organizational culture, creating a more productive and harmonious work environment that supports the achievement of overall organizational objectives.

Recruitment

Recruitment is a vital component of Human Resource Management (HRM) that aims to fulfill workforce needs in companies. This process is not merely about finding candidates, but also involves various strategic steps to ensure that hired employees match the classification and criteria established by the organization (Jaka Purwanggono, 2023; Sholatiah et al., 2022). Recruitment is a process conducted by companies to obtain new employees. This process includes several stages, such as identification and evaluation of potential employee sources, determination of required employee needs, selection, placement, and employee orientation (Widianti, 2022).

Effective recruitment is the foundation for organizational success in achieving business objectives. By understanding specific needs and classifications that must be met, companies can design recruitment processes that not only attract the right candidates but also build competent and highly competitive teams. This will contribute to company growth and sustainability in dynamic markets.

Recruitment within an organization can generally be classified into two main types: internal recruitment and external recruitment. Internal recruitment involves filling job vacancies by utilizing existing employees within the

organization, such as through promotions, inter-departmental transfers, and referrals from current employees. This approach often provides advantages because the selected candidates are already familiar with the organization's culture, systems, and work environment, enabling faster adaptation and reduced training time. In contrast, external recruitment involves seeking candidates from outside the organization through various channels, including mass media (newspapers, magazines, and the internet), collaboration with educational institutions, employment agencies, and participation in job fairs or career exhibitions. The recruitment process, whether internal or external, is influenced by several important factors, including comprehensive job analysis, human resource planning, company culture and corporate image, compensation and benefits packages offered, and prevailing labor market conditions. These factors play a significant role in determining the effectiveness of recruitment strategies in attracting qualified candidates who meet organizational needs.

Selection Theory, Selection is the process of choosing individuals who possess relevant qualifications to fill available positions within an organization (Dachner et al., 2021a). An effective selection process must be capable of predicting future employee performance. Predictive Validity Theory in selection emphasizes that selection tools used must have the ability to predict candidate performance. This validity can be measured through correlation between selection test results and actual employee performance after employment.

Employee selection is carried out through several methods designed to ensure that candidates possess the competencies required for the position. One of the primary methods is written testing, which includes cognitive ability tests to measure reasoning and problem-solving skills, technical knowledge tests to assess job-related expertise, and personality tests to evaluate behavioral traits and work attitudes. In addition to written assessments, interviews are commonly used in the selection process, including structured interviews with standardized questions, unstructured interviews that allow more flexible interaction, and panel interviews conducted by multiple interviewers to obtain broader evaluations.

Furthermore, organizations often apply practical tests to measure candidates' actual job performance capabilities, such as job simulations, assessment centers that evaluate managerial or interpersonal competencies through various exercises, and technical skill tests relevant to the specific position. Finally, background checks are conducted to verify the accuracy of candidate information, including reference verification, educational history verification, and employment history verification. Together, these selection methods help organizations make more accurate and reliable hiring decisions.

The Integrated Recruitment-Selection Framework

While recruitment and selection are often discussed as sequential but independent HR sub-functions, a growing body of evidence suggests that their combined operation produces outcomes greater than the sum of their individual contributions (Bans-Akutey et al., 2021; Laila et al., 2024a). Recruitment determines the quality ceiling of the candidate pool the range of talent from which selection must operate while selection refines that pool based on predictive validity criteria. When both processes are designed with consistent competency frameworks, shared organizational values, and aligned evaluation criteria, they create a mutually reinforcing system (Aziz et al., 2017a). This integration perspective is central to the present study: rather than treating recruitment and selection as isolated interventions, this research conceptualizes them as complementary strategic processes whose synergistic effect on HR performance is greater than either process operating independently.

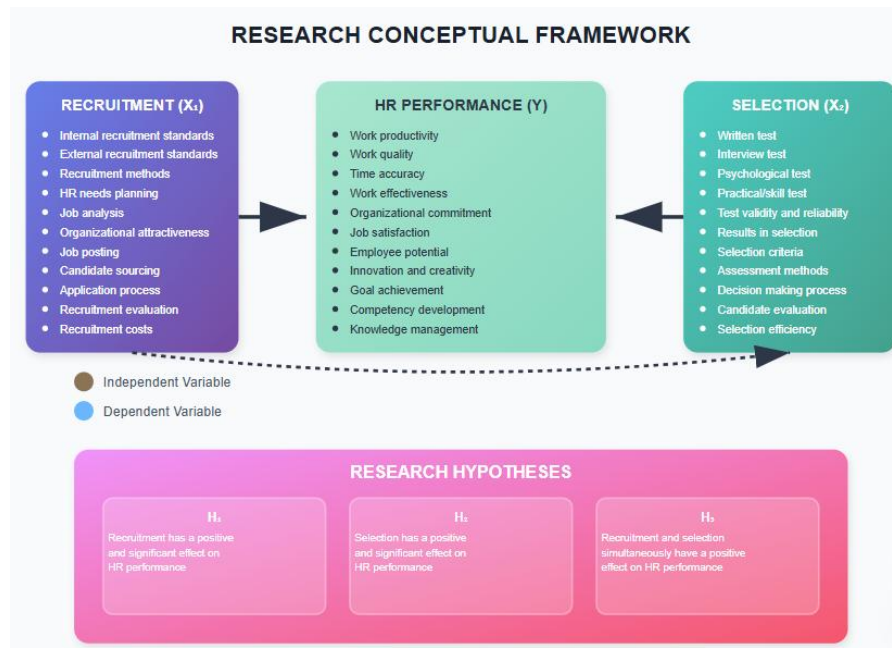


Figure 1. Research Conceptual Framework

Human Resource Performance

Human resource performance refers to the extent to which an employee executes assigned tasks and responsibilities in their work, encompassing various aspects such as productivity, which measures the amount of output generated within a specific period; work quality, which assesses the accuracy and reliability of results; and skills and knowledge applied in completing tasks. Additionally, performance is influenced by the level of employee engagement and motivation toward work, as well as the ability to adapt to changes and challenges in the work environment. Comprehensive performance assessment helps organizations identify employee development potential and enhance overall team effectiveness (Widianti, 2022).

Human resource performance is a measure of the extent to which an employee successfully completes assigned tasks and responsibilities, as well as their contribution to organizational objectives (Esau, 2017). Performance relates to work execution, namely what is done and how it is accomplished. Thus, performance can be understood as individual work results in achieving desired objectives, which can be measured quantitatively. Performance reflects what is done and can be observed through individual behavior. Each individual has tasks and responsibilities according to their position, and to complete these tasks must be accomplished within the specified time frame. An individual cannot be considered to work optimally if they do not demonstrate good behavior. Good behavior at work must be of quality, encompassing the ability to take initiative and the ability to collaborate with colleagues and superiors.

Based on the above perspectives, it can be concluded that the general definition of performance refers to results or achievements obtained by individuals or organizations in executing assigned tasks and responsibilities. This encompasses various aspects, such as effectiveness, efficiency, and quality of work results. Performance can be measured through clear and measurable indicators that reflect how well an individual or team achieves established objectives. Thus, performance becomes an important benchmark in assessing success and productivity in various contexts, both in work environments and in daily life.

Hypothesis Development and Research Framework

By implementing a better recruitment system, companies

can not only attract suitable talent but also significantly enhance the performance of their human resources. An effective recruitment process ensures that individuals with the right competencies and skills are hired, thereby supporting the achievement of the company's strategic goals. Furthermore, improvements in recruitment quality contribute to team productivity and create a better working environment, ultimately leading to the long-term success of the organization (Aziz et al., 2017b). This study emphasizes that effective recruitment is key to enhancing human resource performance. Companies need to invest time and resources in developing better recruitment strategies, including selecting appropriate methods and careful planning, to ensure they can attract and retain the best talent (Lina, 2020). Recruitment has a significant impact on human resource performance; thus, companies must focus on developing and implementing effective recruitment systems to achieve strategic objectives and improve overall human resource performance (Laila et al., 2024b).

H1: Recruitment has a positive effect on human resource performance in the industrial sector

H2: Selection has a positive effect on human resource performance in the industrial sector

H3: Recruitment and selection simultaneously have a positive effect on human resource performance in the industrial sector

Based on a complete and comprehensive literature review, the empirical research model is illustrated in Figure 1.

Methods

Research Design

This study employs a quantitative approach with a cross-sectional survey design to analyze the influence of recruitment and selection on human resource (HR) performance. The method applied is explanatory research, using multiple linear regression analysis techniques.

The population for this study consists of employees from the industrial sector in Central Java, totaling 450,000 individuals across 2,500 industrial companies (Tri Karjono, 2024a). A sample of 200 respondents was drawn from five industrial companies across three sub-sectors: manufacturing (n=78), automotive (n=64), and textile (n=58). The sample size was determined using the Slovin formula applied to a purposive selection of companies, and is consistent with the minimum

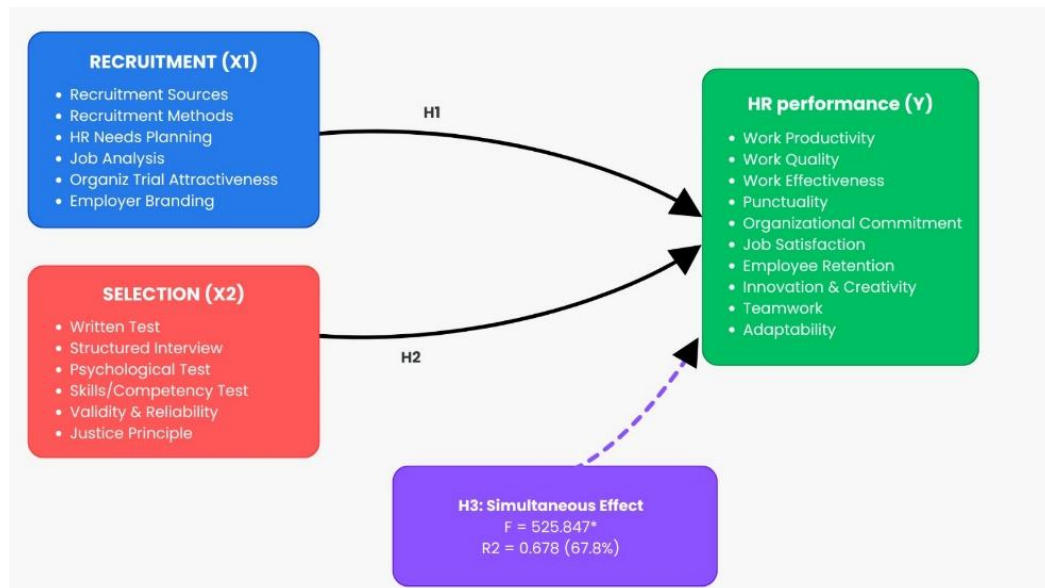


Figure 2. Theoretical Framework

requirement for multiple regression analysis with two predictors at $\alpha = 0.05$ and power = 0.80, which necessitates at least 107 respondents (Cohen & Levinthal, 1990). The five companies were selected based on their willingness to participate, sector diversity, and geographic spread within Central Java's main industrial zones (Semarang, Kendal, and Tegal districts). Within each company, respondents were selected purposively using the following criteria: minimum tenure of one year, recruited through a formal process, and positioned at staff-to-supervisor level. These criteria ensured that respondents had sufficient direct experience with the company's recruitment and selection procedures to provide meaningful evaluations.

While the use of purposive sampling limits statistical generalizability to the broader population, the sample's coverage of three distinct industrial sub-sectors and five geographically spread companies provides a reasonable contextual basis for the findings within Central Java's industrial environment. Readers should interpret results as indicative associations within this specific context rather than population-level estimates.

Primary data for all three constructs Recruitment (X_1), Selection (X_2), and HR Performance (Y) were collected exclusively through a structured self-administered questionnaire employing a 5-point Likert scale (1 = Strongly Disagree; 5 = Strongly Agree). Field observations and document review were conducted as supplementary contextual activities to better understand each company's HR environment and to verify the existence of formal recruitment and selection procedures; however, these activities did not contribute data to the quantitative analysis. All statistical findings reported in this study are derived solely from the questionnaire responses.

Operational indicators for each construct are as follows: Recruitment (X_1) 22 items measured across six dimensions: (1) internal and external recruitment sources, (2) recruitment methods, (3) HR needs planning, (4) job analysis, (5) organizational attractiveness, and (6) employer branding. Example item: 'The company uses diverse and appropriate channels to attract qualified candidates. Selection (X_2) 22 items measured across six dimensions: (1) written test, (2) structured interview, (3) psychological test, (4) skills/competency test, (5) validity and reliability of selection instruments, and (6) justice principles in selection. Example item: 'The selection process uses standardized and objective evaluation criteria. HR Performance (Y) 28 items measured

across eleven dimensions: work productivity, work quality, work effectiveness, punctuality, organizational commitment, job satisfaction, employee retention, innovation and creativity, teamwork, goal achievement, and adaptability. Example item: 'I consistently meet the targets and deadlines set for my position.'

Data Analysis Techniques

Instrument Quality Testing

The quality of research instruments was assessed through two primary approaches. First, validity was examined using Pearson Product-Moment correlation, where the calculated r -value must exceed the critical r -value from the statistical table. Second, reliability was measured using Cronbach's Alpha coefficient, with the acceptance criterion of $\alpha > 0.70$.

Classical Assumption Testing

Classical assumption tests were conducted to ensure that the data met the requirements for regression analysis. These tests encompassed several criteria:

- Normality: Assessed using the Kolmogorov-Smirnov test, with the acceptance criterion of Sig. > 0.05
- Multicollinearity: Evaluated through Variance Inflation Factor (VIF) values, which must be < 10, and Tolerance values, which must be > 0.10
- Heteroscedasticity: Examined using the Glejser test, with the acceptance criterion of Sig. > 0.05

Regression Analysis Model

The regression analysis model employed in this study follows the equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where:

- Y = dependent variable (HR Performance)
- α = constant term
- β_1, β_2 = regression coefficients
- X_1 = independent variable 1 (Recruitment)
- X_2 = independent variable 2 (Selection)
- ε = error term

Hypothesis Testing

Hypothesis testing was conducted using two statistical methods:

1. Partial t-test: The hypothesis is considered significant if the calculated t-value exceeds the critical t-value from the statistical table, or if Sig. < 0.05
2. Simultaneous F-test: The hypothesis is deemed significant if the calculated F-value is greater than the critical F-value from the statistical table, or if Sig. < 0.05

Additionally, the coefficient of determination (R^2) was utilized to measure the contribution of independent variables to the dependent variable.

Statistical Software

Data analysis was performed using SPSS version 26.0 with a significance level of $\alpha = 0.05$.

Figure 2 illustrates the research model used in this study and summarizes the results of hypothesis testing, including the direct effects of recruitment (X1) and selection (X2) on HR performance (Y), as well as the simultaneous effect of both independent variables.

Result and Discussion

Research Results

This study was conducted in industrial sector companies in Central Java, encompassing three main sectors: manufacturing, automotive, and textile. According to data from Central Java Statistics Agency (BPS) (Tri Karjono, 2024b) the industrial sector contributes approximately 30% to the provincial Gross Regional Domestic Product (GRDP) and absorbs millions of workers. Industrial Sectors Studied: Manufacturing, Automotive, and Textile. Research on Central Java's industrial sector was selected due to its role as the main pillar of regional economic growth, the largest employment provider, and a significant contributor to improving community income

Respondent Characteristics

As shown in Figure 3, the majority of respondents were male (59.0%), aged 31–40 years (44.5%), held a bachelor's degree (38.5%), had 1–5 years of work experience (46.0%), and worked in the manufacturing sector (39.0%).

Figure 4 presents the demographic characteristics of the respondents included in this study. The respondents are classified by gender, age group, education level, work experience, and industry sector.

Descriptive Statistics of Research Variables

Interpretation:

- Recruitment (X_1): The mean value of 4.12 indicates that respondents' perceptions of the recruitment process fall within the good category. The standard deviation of 0.68 suggests relatively small variation in responses.
- Selection (X_2): The mean value of 4.08 demonstrates positive perceptions toward the selection process. The standard deviation of 0.71 indicates a good level of consistency.
- HR Performance (Y): The mean value of 4.15 indicates good HR performance in the companies studied.

Response Distribution Based on Variable Dimensions

Validity testing was conducted using Pearson Product-Moment correlation. Each item was considered valid if its calculated r-value (r-hitung) exceeded the critical r-table value at a significance level of $\alpha = 0.05$ with $df = 198$, yielding $r\text{-table} = 0.138$. Results confirmed that all 72 questionnaire items across the three constructs Recruitment (22 items), Selection (22 items), and HR Performance (28 items) produced $r\text{-hitung} > r\text{-table}$, indicating that all items are valid measures of their respective constructs

Reliability Test Results

Reliability was assessed using Cronbach's Alpha coefficient. Instruments are considered reliable if $\alpha > 0.70$. Results showed Cronbach's Alpha of $\alpha = 0.891$ for Recruitment (X_1), $\alpha = 0.903$ for Selection (X_2), and $\alpha = 0.924$ for HR Performance (Y). All three constructs exceed the minimum reliability threshold, confirming that the research instruments possess good internal consistency and are suitable for hypothesis testing.

Classical assumption tests were conducted prior to regression analysis to ensure data met the requirements for parametric testing. The Kolmogorov-Smirnov normality test yielded Sig. = 0.148 (> 0.05), confirming normally distributed residuals. Multicollinearity was assessed through VIF and Tolerance values: VIF = 2.34 (< 10) and Tolerance = 0.427 (> 0.10), indicating no problematic multicollinearity between Recruitment and Selection. Heteroscedasticity testing using the Glejser test produced Sig. values of 0.312 and 0.287 for X_1 and X_2 respectively (both > 0.05), confirming homoscedasticity. All classical assumptions were satisfied, supporting the validity of multiple linear regression analysis.

R-Square Value

The R^2 value of 0.678 indicates that 67.8% of the variation in human resource (HR) performance can be explained by recruitment and selection variables, while 32.2% is explained by other factors outside the model.

Hypothesis Testing Results

The significance of the overall regression model was assessed using the ANOVA F-test. The results are presented in Table 1.

As presented in Table 2, both H1 ($\beta = 0.456$, $t = 6.821$, $p < 0.001$) and H2 ($\beta = 0.523$, $t = 8.294$, $p < 0.001$) are supported. H3 is supported by the simultaneous F-test ($F = 525.847$, $p < 0.001$). The $R^2 = 0.678$ indicates that 67.8% of the variance in HR performance is associated with recruitment and selection within this sample; the remaining 32.2% is attributable to factors not included in the model. A potential source of R^2 inflation is common method variance, given that all variables were measured from a single self-report questionnaire administered at one time point.

The Effect of Recruitment on HR Performance (H_1)

The regression results indicate that recruitment is positively and significantly associated with HR performance ($\beta_1 = 0.456$, $t = 6.821$, $p < 0.001$). This coefficient reflects the magnitude of the standardized association and should be interpreted as a correlational finding the cross-sectional design of this study does not permit causal inference. The result is consistent with findings from (Ekwoaba et al., 2015) in Nigerian manufacturing firms and (Irianawati et al., 2024) in Indonesian organizations, both of whom report significant positive associations between recruitment quality and employee performance outcomes.

However, the present findings differ from some studies in developed-country contexts (Dachner et al., 2021b) where training and development rather than initial recruitment emerged as more dominant predictors of performance. This discrepancy may reflect the relatively greater importance of front-end talent acquisition in settings where post-hiring developmental infrastructure is less formalized, as is characteristic of many Central Java industrial firms. An alternative explanation is that respondents' self-reported performance ratings may be positively associated with their favorable perceptions of the recruitment process through shared-method variance, which is an inherent limitation of single-source questionnaire designs.

The Effect of Selection on HR Performance (H_2)

Selection is positively and significantly associated with HR performance ($\beta_2 = 0.523$, $t = 8.294$, $p < 0.001$). The coefficient



Figure 3. Presents the characteristics of respondents participating in this study

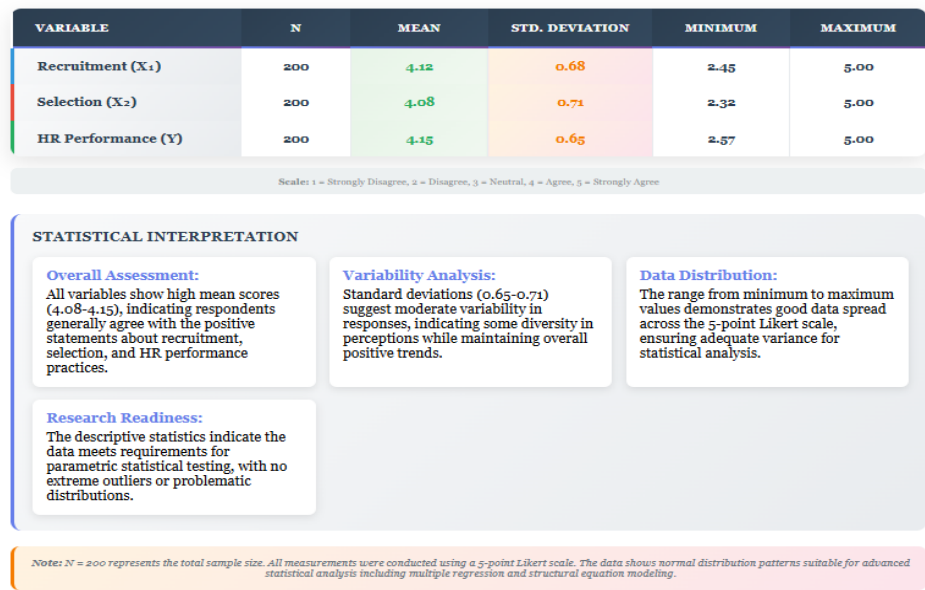


Figure 4. displays the descriptive statistics for all research variables.

for selection is numerically larger than that for recruitment, suggesting a relatively stronger association, though the difference between $\beta_1 = 0.456$ and $\beta_2 = 0.523$ is modest. This pattern is consistent with Predictive Validity Theory, which holds that well-designed selection instruments particularly those with high criterion validity identify candidates whose competencies match role requirements more accurately. (Bans-Akutey et al., 2021) report a similar pattern in their Ghanaian study, where selection rigor was more strongly linked to subsequent performance than recruitment breadth. It is important not to over-interpret the relative magnitude of these two coefficients. The somewhat stronger association

for selection may reflect that structured selection instruments (cognitive tests, structured interviews, assessment centers) produce a more direct signal of job-relevant competencies, whereas recruitment indicators such as attractiveness and sourcing breadth are more distal predictors of performance. Future research using longitudinal designs or experimental manipulations would be needed to establish whether this difference reflects a genuine causal differential or an artifact of measurement proximity.

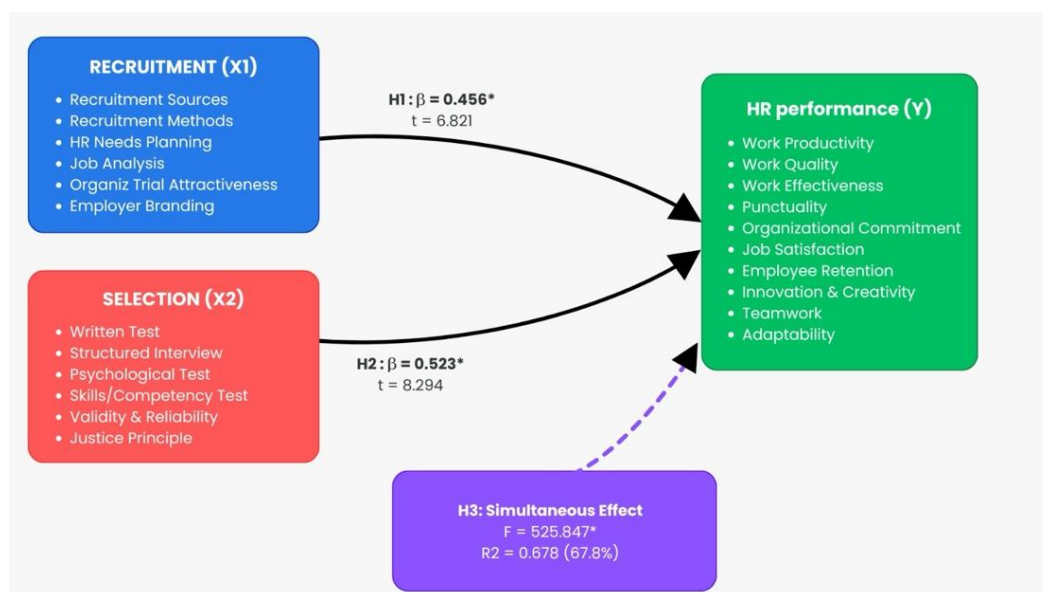
The Simultaneous Effect of Recruitment and Selection (H₃)
The simultaneous test confirms that the combined

Table 1. ANOVA Results for the Multiple Linear Regression Model

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	45.832	2	22.916	525.847	.000 ^b
Residual	8.579	197	0.044		
Total	54.411	199			

Table 2. Multiple Linear Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	β			
(Constant)	.847	.124	-	6.831	.000	-
Recruitment (X ₁)	.412	.060	.456	6.821	.000	1.84
Selection (X ₂)	.498	.060	.523	8.294	.000	1.84

**Figure 5.** Research Model and Hypothesis Testing Results

operation of recruitment and selection is significantly associated with HR performance ($F = 525.847$, $R^2 = 0.678$, $p < 0.001$). This finding suggests that organizations that develop both processes concurrently are associated with stronger HR performance outcomes than those investing in only one process a pattern consistent with the integrated talent acquisition framework proposed in this study.

However, because this study employs a cross-sectional design and does not model an interaction term between Recruitment and Selection, these results should be interpreted as descriptive associations rather than evidence of synergistic or multiplicative causation. The R^2 of 0.678 reflects the joint explanatory capacity of both predictors within this specific context; it does not indicate that their combined effect exceeds what would be predicted by their additive contributions alone.

Strategic implication: Organizations are encouraged to develop recruitment and selection as complementary, systematically integrated processes rather than independent administrative functions, as the data are Model Summary: $R = .823$, $R^2 = .678$, Adjusted $R^2 = .675$, Std. Error of the Estimate = .362 consistent with a pipeline model in which candidate quality established through recruitment is subsequently refined through structured selection.

Additional Findings

Industrial Sector: No significant differences were found in

perceptions of recruitment and selection among manufacturing, automotive, and textile sectors.

Demographics: Employees with tenure >10 years provided higher ratings for the effectiveness of recruitment and selection processes.

Best Practices: Companies with integrated recruitment and selection systems demonstrated more consistent HR performance.

Theoretical Implications

The findings contribute to the existing literature by providing empirical evidence for the integrated model of recruitment and selection effectiveness. The study validates the theoretical framework that positions recruitment and selection as complementary rather than independent processes in human resource management.

Practical Implications

For practitioners, these results suggest that organizations should:

- Develop integrated recruitment and selection strategies rather than treating them as separate functions
- Invest equally in both recruitment and selection capabilities to maximize performance outcomes

- Implement systematic approaches that ensure consistency across both processes
- Focus on predictive validity when designing selection instruments

The stronger effect of selection ($\beta = 0.523$) compared to recruitment ($\beta = 0.456$) suggests that while attracting quality candidates is important, the ability to accurately identify and select the best candidates is more crucial for achieving superior HR performance (see [figure 5](#)).

Conclusion

This study examined the role of recruitment and selection in shaping human resource performance within Indonesia's industrial sector, using a cross-sectional survey of 200 employees across manufacturing, automotive, and textile companies in Central Java. Three hypotheses were tested using multiple linear regression. Recruitment demonstrated a positive and statistically significant association with HR performance ($\beta_1 = 0.456$, $t = 6.821$, $p < 0.001$), supporting H1. Selection was similarly significant and exhibited a slightly stronger association ($\beta_2 = 0.523$, $t = 8.294$, $p < 0.001$), supporting H2. Jointly, the two predictors accounted for 67.8% of the variance in HR performance ($R^2 = 0.678$, $F = 525.847$, $p < 0.001$), supporting H3. These findings are consistent across the three industrial sub-sectors studied and are robust to classical assumption tests.

The study contributes sector-specific empirical evidence from an emerging economy context that remains underrepresented in the talent acquisition literature. By demonstrating that structured recruitment and selection practices are significant predictors of HR performance within Central Java's industrial workforce where formal HR infrastructure is still maturing and post-hiring developmental resources are less formalized the findings reinforce the practical priority of front-end talent acquisition as a performance lever in this context. The results empirically reinforce Human Capital Theory and Person-Organization Fit Theory within manufacturing, automotive, and textile sector conditions, extending their application beyond the developed-economy settings in which they are most frequently tested.

Several limitations warrant careful interpretation of these findings. The cross-sectional design precludes causal inference; all findings reflect associations rather than established causal relationships. Data were collected through single-source self-report questionnaires, introducing the possibility of common method variance, as respondents' performance self-assessments and their perceptions of

recruitment and selection quality were measured from the same source. The sample is bounded to five companies across three sub-sectors in Central Java, limiting statistical generalizability to other Indonesian regions or industrial contexts.

Future research should employ longitudinal designs to examine whether recruitment and selection quality predicts performance trajectory over time, multi-source performance measurement to reduce self-report bias, and broader geographic and sectoral samples to assess the generalizability of these associations. Incorporating moderating variables including organizational culture, leadership quality, and digital HR capability would enable a more nuanced understanding of the conditions under which talent acquisition practices most strongly influence workforce performance.

Author contributions

Hesti Widianti (Corresponding Author) conceptualized the study, designed the research framework, led data collection, performed statistical analysis, and was the primary author responsible for drafting and revising all sections of the manuscript. Arifia Yasmin contributed to the literature review, instrument development, and editing of the manuscript. Hikmatul Maulidah contributed to data collection, questionnaire distribution, and respondent coordination across the industrial companies. Bahri Kamal contributed to data validation, cross-checking of statistical outputs, and review of the Discussion section. Ririh Sri Harjanti contributed to the theoretical framework development, bibliography management, and final proofreading of the manuscript. All authors have read and approved the final version of the manuscript.

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