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The Influence of Recruitment on Employee Performance at PT Toarco Jaya Toraja Utara

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Abstract

Study This aiming For analyze influence recruitment to performance employees at PT. Toarco Jaya North Toraja. In the dynamics competition the coffee industry is growing competitive , effective recruitment strategies become crucial For to obtain source Power quality human beings . Approach quantitative used in study This with involving 30 respondents employee as total sampling. Data is collected through questionnaire and analyzed using the Pearson correlation test , the coefficient determination , and partial t-test . The results of the study show that recruitment influential significant to performance employees , with mark coefficient correlation of 0.402 ($p = 0.028$) and the coefficient determination by 16.1%. The t-test shows t- value count of 2.321 > t- table (2.048), which strengthens significance influence recruitment to performance . Findings This confirm that the recruitment process is structured , fair and transparent can increase quality work and commitment employees . Implications practical from study This is importance evaluation and development sustainable to system recruitment in frame push productivity organization in a way comprehensive .

Keywords : Recruitment , Employee Performance , Human Resources , Influence Significant , Organization .

1. Background

In the era of globalization and digitalization moment this , organization sued For own superiority sustainable competitiveness . One of the method For achieve it is with manage source Power man in a way effective , especially through a professional and strategic recruitment process . Recruitment become gate main for company For get power work that is not only competent , but also appropriate with values and culture organization (Dessler, 2020).

Effective recruitment process own impact direct to quality employees who are accepted , and ultimately , towards performance organization in a way Overall . Employees recruited through a fair , transparent and standardized process tend own motivation and commitment more work high (Sofyandi , 2015). Therefore that , the company that ignores importance system recruitment at risk face problem in productivity and retention power Work .

According to data from the Central Statistics Agency (2023), the level turnaround power work in the sector industry in Indonesia reaches 17.5% per year , and one of reason the main thing is mismatch between competence employees and demands job . Mismatch This often caused by a poor recruitment process selective or No based on competence .

In context coffee industry , which is one of the sector Featured Indonesian exports , quality source Power man become element determinant success . PT. Toarco Jaya, a company operating in North Toraja Regency , is example companies that strive lift image of Toraja coffee to global level . This company No only producing quality coffee high , but also running partnership with farmer local and maintain sustainability environment .

However , in his efforts increase productivity and fulfillment continued market demand increasing , PT. Toarco Jaya is facing challenge in management source Power humans , in particular related recruitment power suitable work with need operational . Suboptimal recruitment can impact on low efficiency work , increasing cost training , as well as the decline performance employees (Pramustika & Sutarto , 2024).

Study previous show that there is significant relationship between recruitment process and performance employees . For example , a study by Haedar et al. (2016) stated that the recruitment process is right contribute to the

improvement loyalty and productivity employees . This is in line with the opinion of Robbins and Judge (2019) which states that performance individual influenced by compatibility between characteristics personal with work done .

Effective recruitment No only fill in position empty , but also an important strategy in development organization term long . According to Renaldo et al. (2016), a good recruitment process covers method objective selection , openness information vacancies , and use source Power diverse recruitment .

In addition , the development technology also drives company For adopt system recruitment more digital based efficient and able reach candidate potential in a way wide . Adaptive company to technology recruitment tend more fast get suitable and capable candidates increase Power competition organization (Aisyah & Geovani, 2018).

However Thus , in many company scale medium and small enterprises in Indonesia, including sector agribusiness such as PT. Toarco Jaya, still found practice conventional recruitment , minimal standards procedures , and not yet based on competence . This is cause Question : To what extent is the recruitment process implemented in the company? the contribute to performance employee ?

Urgency study This reinforced by reality that performance employee become indicator important in achievement objective strategic company . Optimal performance can push improvement productivity , efficiency operational , as well as satisfaction customers (Peryuda & Khoiri , 2023). On the other hand , low performance often associated with with the selection process the beginning that is not appropriate .

PT. Toarco Jaya has structure complex organizations and dispersed operational areas , so that demands a recruitment strategy that is capable of netting candidates who are not only own skills technical , but also capable Work in team and uphold values local . This is add complexity in the HR management process , especially in matter recruitment .

Based on observation early in the field , found that part employee feel that the selection process in the company Not yet fully reflect principle justice and transparency . There are indications that method recruitment used not yet optimal in identify potential and competence candidate employee .

With consider urgency said , then study This done For to study in a way empirical influence of recruitment process to performance employees at PT. Toarco Jaya North Toraja. Research This expected can give contribution to development HR management in the company agribusiness and become reference in formulation policy recruitment based on performance .

In addition , studies This also attempts answer gap study the previous one Lots focus on industry manufacturing and services , while research in the sector agribusiness , in particular coffee industry , still classified as limited . Research this is also important For push utilization of data in taking decision strategic in the field recruitment .

In general academic , research This give contribution in strengthening theories about connection between practice human resources management and performance organization , especially in context company based on community and culture local . Findings from study this can also become input in compilation standard operational recruitment procedures (SOP) in the company similar .

With Thus , research This become important For done , not only as form contribution to development knowledge management source Power human beings , but also as base for practice more professional Good in the recruitment and management process performance employees in the sector Indonesian coffee industry .

2. Research methods

Study This use approach quantitative with type study associative , which aims For know and test how far the relationship between variable independent , namely recruitment , with variable dependent , namely performance employees . Research design This nature explanatory , because try explain connection causal between variable based on the numerical data obtained from field . With use approach quantitative , research This allow For measure strength connection between variable in a way objective through analysis statistics .

Study This conducted at PT. Toarco Jaya located in Tallunglipu Matallo , District Tallunglipu , North Toraja Regency , South Sulawesi. Election location This based on considerations that company the is one of leading coffee producer that relies on performance operational and productivity source Power man in face high market demand . Implementation time study done for two months , namely from November to December 2024, covering stage observation beginning , compilation instruments , data collection , and analysis .

Population in study This is all over employee PT. Toarco Jaya remains with 30 people. Population This chosen Because represent overall structure power Work companies involved direct in operational daily and have experience follow the recruitment process implemented by the company . Population small This allow For do approach in a way comprehensive and in-depth to all observation units .

With amount relative population small , research This use total sampling technique or census , namely all member population made into sample research . This technique chosen For increase accuracy and reliability to the data, as well as avoiding possible selection bias arise If only part respondents involved . Each employee given equal opportunity For give response on questionnaires were distributed in order to obtain more information intact .

Primary data collection was carried out use questionnaire closed designed with use five- point Likert scale , from “very much disagree” agree ” to “strongly agree ”. Questionnaire This consists of of two parts main : first , question about perception employee regarding the recruitment process in the company , and secondly , questions that measure level performance employee based on perception and experience Work they everyday . In addition , observations direct and documentation is also used For complete and verify quantitative data .

Variables recruitment measured through indicator like method recruitment , procedures used , and source recruitment . While that , performance employee measured use dimensions like quality work , quantity results , accuracy time , effectiveness , and commitment to tasks and organization . Instruments study has tested validity and reliability before used For ensure accuracy of the data collected .

After the data is collected , the next step First in analysis is do data processing using help device soft statistics . Procedure This covers inspection completeness of data, data encoding , and raw data conversion to in digital format for processed in a way computational . This whole process done For ensure data quality before done analysis statistics continued .

Data analysis techniques used in study This includes the Pearson Product Moment correlation test , coefficient determination , and partial t-test . Pearson correlation test was used For know strength and direction connection between variable recruitment and performance employees . Coefficient of determination used For see how much big contribution variable recruitment in explain variation performance employee .

Partial t-test used For test significance influence variable independent to variable dependent . In case This t-test aims to For know whether recruitment in a way significant influence performance employees at PT. Toarco Jaya. The t- value compared to with t- table value at the level 5% significance for determine accepted or rejected hypothesis zero (H_0).

Interpretation results data analysis was performed with referring to the criteria statistics that have been determined . The correlation between variable will interpreted based on range mark coefficient common correlation used in study social . While that , the p value (significance) will be become base main in evaluate whether influence the nature significant in a way statistics or No .

Study This make an effort ensure internal and external validity through compilation instruments that refer to existing theories established and trial implementation limited before distribution questionnaire main . In addition , triangulation with secondary data and informal interviews used For strengthen results and avoid error interpretation .

With approach systematic methodology this , research expected can give contribution strong empirical about the importance of the recruitment process in support performance employees , in particular in context company agribusiness such as PT. Toarco Jaya which prioritizes quality products and sustainability source Power man .

3. Results and Discussion

3.1 Characteristics Respondents

Characteristics Respondent analyzed For give description general about profile demographic respondents , in particular based on length of service . Of the total 30 employees who became of respondents , as many as 3 people (10%) had Work for 0–3 years , 4 people (13.33%) had a working period of 3–6 years , 5 people (16.67%) worked for 7–10 years , and 18 others (60%) had Work more from 10 years . This data show that majority employee own experience long enough work in the company , which can influence perception they to system recruitment as well as quality the resulting performance .

3.2 Description Variables Study

Variables free in study This is recruitment (X), which is measured based on indicator method recruitment , procedures , and source recruitment . While variable bound is performance employees (Y), which is measured based on indicator quality , quantity , accuracy time , effectiveness , and commitment Work . Data collection was carried out through questionnaire closed with five- point Likert scale .

3.3 Analysis Pearson Correlation

For test connection between variable recruitment and performance employees , the Pearson Product Moment correlation test was used . Based on results calculation , obtained mark coefficient correlation (r) of **0.402** with significance (p) of **0.028** . Since the p value < 0.05, then can concluded that there is significant relationship between recruitment and performance employee .

Table 1. Correlation Test Results

Variables	r (Pearson Correlation)	Sig. (2-tailed)
Recruitment – Employee Performance	0.402	0.028

Interpretation r value = 0.402 is in category " enough " influential ", which means that improvement quality of recruitment process in the company tend followed by an increase performance employee .

3.4 Coefficient of Determination (R²)

Coefficient of determination used For know how much big contribution variable recruitment in explain variation performance employees . Calculation results show that R² = **0.161** or **16.1%** , which means that 16.1% of the variation in performance employee can explained by variation in recruitment . The rest , 83.9 % , is influenced by other factors such as motivation , training , style leadership , or environment Work .

Table 2. Coefficient of Determination

Model	R	R ²	Adjusted R ²	Std. Error
1	0.402	0.161	0.131	4,323

This value strengthen hypothesis that although influence recruitment Enough significant , companies also need to consider other factors for optimize performance employee in a way comprehensive .

3.5 t-Test (Partial)

Next , for test whether influence recruitment to performance employee significant in a way statistics , t-test is used . Calculation results show mark **t- count = 2.321** , while mark **t- table = 2.048** (at the level of significance 0.05 and df = 28). Because t- count > t- table and p-value = 0.028 < 0.05, then can concluded that recruitment influential significant to performance employee .

Table 3. t-Test Results

Model	t- count	t- table (α = 0.05)	Sig.	Information
Recruitment	2,321	2,048	0.028	Significant

Findings This confirm that the recruitment process carried out by PT. Toarco Jaya has contribution real to performance Work individual employees . Factors like clarity procedure recruitment , methods fair selection , and the use of appropriate recruitment media proven can increase motivation work , loyalty , and effectiveness Work employee .

3.6 Discussion

Research result This in line with view Sofyandi (2015) and Renaldo et al. (2016) who emphasized that recruitment is door gate strategic in to form power work that is not only productive , but also harmonious with values , vision and culture organization . Recruitment is carried out in a way appropriate allow organization For netting competent individuals in a way technical at a time compatible in a way psychological with environment work . This is impact

on the adaptation process more fast , development more roles effective , and improvement performance since the early days Work .

In the context of PT. Toarco Jaya, the recruitment process it turns out No can viewed only as activity routine administrative matters filling position empty solely . In fact , recruitment become component important from source strategy Power man company . Findings in the field show that recruited employees through a transparent and procedural process feel more appreciated , and this push the emergence of a sense of responsibility responsibility , loyalty , and Spirit high work . On the other hand , the ambiguity or inequality in the recruitment process can create a sense of unease satisfied since early and impactful negative to performance term long .

Furthermore , the results This strengthen Robbins and Judge's theory (2019) states that performance Work individuals are highly dependent on "person-job fit" or conformity between characteristics personal with demands jobs . When the recruitment process capable identify individual with appropriate competency , value appropriate work , and motivation intrinsic in harmony with mission company , then possibility big individual the will show performance high . In addition , a systematic recruitment process also helps reduce cost training post-recruitment and downsizing high turnover risk .

Study This also provides indication that aspects technical in recruitment such as recruitment media , efficiency time selection , and communication during the process play a role important in create perception positive from candidate employees . Perception this is the initial capital for employee For start connection Work with orientation positive and readiness contribute . Therefore That does not excessive If it is said that success recruitment No only seen from amount applicant or length of term of office , but from how far the results recruitment capable push individual performance in general consistent .

With referring to the empirical data obtained , the hypothesis states that " Recruitment influential significant to performance employees at PT. Toarco Jaya Toraja Utara" proven can accepted . Correlation value positive found show that there is sufficient relevance strong between quality recruitment and performance work produced . Implications from findings This Enough wide , starting from refinement policy recruitment , formulation indicator selection , until compilation standard operational more standard operating procedures (SOP) adaptive and inclusive .

In general overall , research This to emphasize that recruitment No just a technical process For fill in emptiness position work , but as tool strategic For create Power competition organization through strengthening source Power human beings . In the long term long , company such as PT. Toarco Jaya will to obtain benefit in the form of improvement efficiency work , achieving higher production targets stable , and the formation of culture professional and proactive work everything rooted from the recruitment process carried out in a way careful and based principle meritocracy .

4. Conclusion

Based on results data analysis and discussion that has been conducted , research This conclude that recruitment own significant influence to performance employees at PT. Toarco Jaya North Toraja. Relationship between variable recruitment and performance employee show direction positive , which indicates that the more both the recruitment process carried out company , then the more as well as the performance shown by employees . Findings This answer objective research that since beginning want to know what is the recruitment process give real contribution to achievement performance individual in environment organization . With approach quantitative and technical analysis relevant statistics , results show that the hypothesis proposed in study This *accepted* , namely recruitment in a way significant influential to performance employee . In general practical , results study This own implications important for management companies , in particular in design management strategy source Power human . The recruitment process carried out in a way fair , transparent and appropriate need organization proven capable give impact positive to commitment work , productivity , and effectiveness performance individual . Therefore that , company need make recruitment as part from business strategy , not only as function administrative solely . Application from findings This can expanded to development system recruitment based on technology and data, for increase accuracy in choose suitable candidate with culture and needs work in the company . In addition , the evaluation periodic to method recruitment can also become step important For ensure sustainable human resource quality . However Thus , research This own limitations , namely only involving One company with amount relative sample small , so generalization results need done in a way be careful . The variables used are also limited to recruitment , even though there is Lots other factors that can influence performance employees , such as training , leadership , compensation , and environment Work . For that , it is suggested that research furthermore can involving more objects wide , good from aspect amount Respondent and type company , as well as consider variable relevant additions with performance employees . Use mixed methods approach can also be used under

consideration For dig aspect qualitative from the recruitment process that may No revealed through method quantitative just . With Thus , the results study This expected can become contribution beginning in development study management source Power humans , in particular in context influence recruitment to achievement performance organizations in the sector industry based on local and community such as PT. Toarco Jaya.

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