

RECRUITMENT, SELECTION AND TRAINING ON EMPLOYEE PERFORMANCE: A SYSTEMATIC LITERATURE REVIEW



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ABSTRACT

This study aims to understand the influence of recruitment, selection, and training on employee performance. The method used in this study is a systematic literature review, where the author collects data from various related articles. The main focus of the study is to explore how these three aspects contribute to employee performance and provide in-depth insights into recruitment, selection, and training practices. The results of the study indicate that many companies still implement recruitment, selection, and training systems that are not fully mature. Therefore, companies must pay more attention to and develop these systems. With good implementation, it is expected to improve overall employee performance, which in turn will benefit the company.

Keywords: *Management Human Resource; Recruitment; Selection; Training;
Employee Performance*

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INTRODUCTION

Human resources are supporting an organization with work, talent, creativity, so that reality proves that an employee is the main asset of an organization Masharyono in Sari et al., (2019). In other words, Darmawan (2020) employees who are not qualified in carrying out their duties can result in failure to achieve the goals expected by an organization. Other resources and other capabilities that the company has, but are not supported by the quality and work abilities of employees, then work results will not be achieved effectively and efficient. This aims to provide an efficient work unit organization to achieve goals related to company management, because the company must be able to develop, deploy and maintain its own workforce with constant quality and quantity Hermawan et al., (2022).

Different from the opinion of Paaïs and Pattiruhu (2020), employee performance is influenced by the knowledge, experience, abilities, and skills they have to support the mission of management. Therefore, they become an important foundation for the company. In facing increasingly tight competition in the market, organizations need to implement effective strategies to attract and select quality candidates for each available position Lilistian (2022). By placing the right people in the right jobs, companies can optimize their performance and efficiency Lilistian (2022). Whereas according to Sedarmayanti in Pusparani (2021) Identifying factors that influence performance is very important, and some of them include attitudes and mentalities, including motivation, work discipline, and work ethic. In addition, education and skills, leadership qualities in management, and income and salary levels also play a significant role in determining a person's performance. In addition, facilities, social security, technology, health, infrastructure, work climate, and opportunities to achieve also play an important role in influencing performance.

Obtain a position in the company through the recruitment system and process established by the company, so that new employees can be appointed in accordance with the job requirements analyzed by the human resources department Lilistian (2022). The introduction of an employee recruitment system in the future aims to ensure that companies receive employees who are competent and able to achieve company goals Lilistian (2022). According to Castetter in Haekal et al., (2019), recruitment is carried out using short-term (internal) processes such as rotation, promotion, transfer of internal employees, and can also be carried out through a fairly long-term process (externally), namely by recruiting new employees to fulfill the organization's needs. According to Mondy and Noe in Syarief et al., (2022), The selection process involves a group of applicants being assessed to determine the most appropriate individual for a particular position and organization. Thus, selection is an important step in finding the most suitable employee based on the specified position criteria from a pool of applicants.

According to Mahapatro, (2010), Training is a teaching and learning activity that aims to help members of an organization can acquire and also develop the knowledge, abilities, skills and attitudes required by the organization. Through training, employees' knowledge and skills are improved so that they can perform certain tasks better. In the opinion of Irawan et al., (2024), training aims to increase employee knowledge and skills to carry out certain work activities. According to Sikula, quoted by Ramdhan (2023), Training is a process of education that takes place in the short term, which is carried out systematically and organized. In this training, employees will learn knowledge and technical skills with specific goals. Training is an effort to increase employee knowledge and abilities in carrying out their work activities Sitepu & Saragih (2021).

According to Aldhuhoori et al., (2022), analysis from research confirms the

existence of a direct positive relationship between recruitment procedures, effectiveness selection, training and employee performance. The results also show a strong impact of selection effectiveness on employee performance. In public sector companies in the UAE, training has been found to have a least significant impact on employee performance. Therefore, employers in the public sector, especially in construction and related industries, need to pay more attention to the importance and selection of strategies to improve the performance of their employees Aldhuhoori et al., (2022).

Based on the top explanation, the aim of this research is to understand in more detail regarding Recruitment, Selection, Training and Employee Performance.

LITERATURE REVIEW

Recruitment

Recruitment, in the linguistic sense, refers to the process or act of searching for, selecting, and attracting individuals or candidate who are potential, qualified, and in accordance with the organization's needs to fill vacant positions (Sugiarti, 2023). Meanwhile, according to Suhariadi in Sugiarti (2023), recruitment, in a broader sense, includes all efforts and processes undertaken by an organization to attract, select, and acquire individuals with good potential and qualities. The goal is to fill various types of roles or positions within the organization, whether for permanent employees, contracts, internships, volunteers, or temporary positions.

Employee recruitment is the first step in strengthening an organization Seto et al., (2023). Apart from that, according to Rivai in Rosento (2018) Recruitment is basically the process of identifying and attracting potential applicants who have the ability to work in a company. This process begins with the search for applicants and ends when their applications are submitted or collected. The result of this process is a group of applicants or potential new employees who will be selected and chosen.

Selection

Selection is a series of processes in human resource management Garaika and Margahana (2019). According to Sondang in Syarif et al., (2022) if a group of applicants has been obtained through recruitment activities then the next process is the selection process, this process consists of various specific steps in making decisions about which applicants will be accepted and which applicants which one will be rejected. Meanwhile, according to Dessler in Syarif et al., (2022), the process by which an organization chooses From the list of candidates available, the individual or group that best meets the predetermined selection criteria for the available position will be selected, which occurs at this time taking into account natural conditions. The method used by a organization to select from a group of candidates, individuals or persons who best meet the selection criteria for the accessible position, taking into account the current natural conditions). Selection is a process that matches the needs and requirements of the organization with the skills and qualifications of prospective employees Garaika & Margahana (2019).

Training

According to Mahapatro (2010), training is a learning process carried out with the main aim of helping members of an organization to acquire and develop the knowledge, abilities, attitudes and skills needed to support the success of the organization. Training is a preparation or process of short-term education that uses regular, Organized and systematic procedures enable operational employees to learn the technical knowledge and skills necessary to achieve specific goals. Hasibuan in Marjaya and Pasaribu (2019).

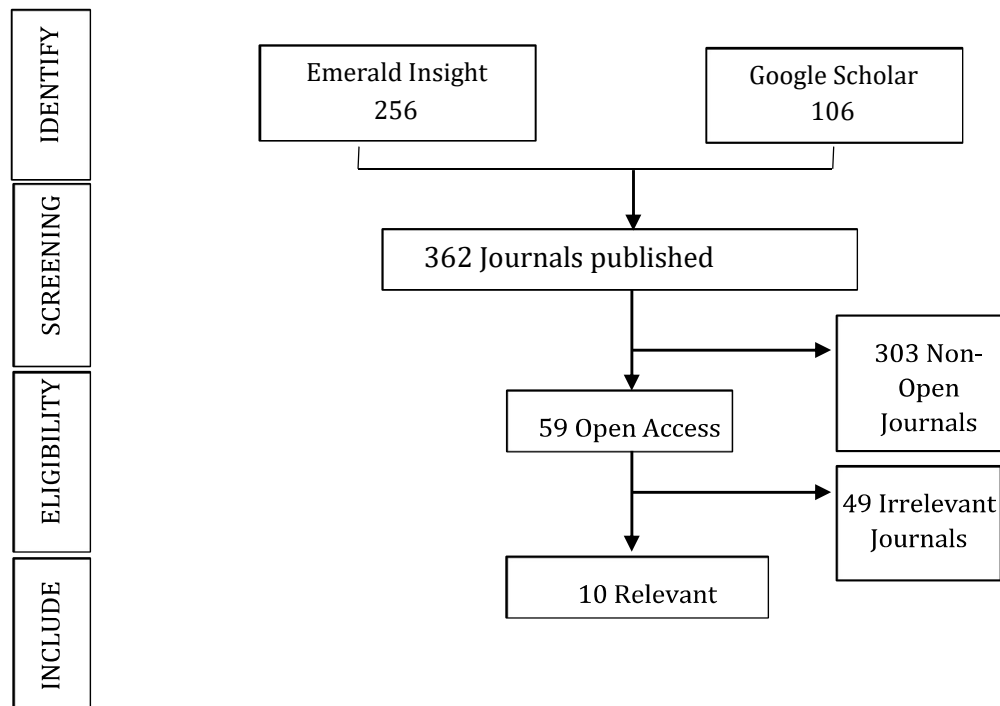
Apart from that, according to Henry in Marjaya and Pasaribu (2019) training is a systematic process or appropriate preparation for changing employee behavior in ordered to increase operational goals.

Employee Performance

According to Mangkunegara in Baehaki and Faisal (2020), the term of the performance comes from the phrase of actual performance or job performance or can be called work performance or achievements that have been Employee performance reflects the results obtained in carrying out tasks according to the responsibilities carried out. In other words, performance is the work achievement achieved by individuals in their roles in completing the responsibilities they have been entrusted with Silaen et al., (2021). According to Wulandari et al., (2021), performance is a very necessary thing on a company or organization to show the success or failure of the organizational or company goals that have been set.

METHOD

In this research, the PRISM (Preferred Reporting Items for Systematic Review) method where the steps in data search are, Identification, Screening, Eligibility, and inclusion, Sastypratiwi and Nyoto (2020). This research consists of several stages, namely the article selection method, inclusion criteria, and objective analysis methods. The article selection process in this research utilized the Preferred Reporting Items for Systematic Review (PRISMA) article selection stages or the PRISMA flow diagram Rahayu and Hosizah (2021). Resources in this research are from Emerald Insight, Google Scholar, scientific literature searches are limited to publications between 2018-2024, there are 362 journals. The search was carried out using the keywords "Recruitment, Selection and Training, Employee Performance". The journals were then selected and filtered again and the result was that 59 of the 362 could be accessed. Then according to the title, 10 were obtained that met the requirements or were relevant to the content and problem criteria.



Source : Adapted from Rahayu and Hosizah (2021), constructed by authors, 2024

RESULTS AND DISCUSSION

Data Analysis

The following are the identification results from PRISMA (Preferred Reporting Items for Systematic Review):

Table 1
List of Searching Articles

No	Writer	Title	Citation	Year	Publisher
1	(Sendawula et al., 2018)	Training, employee engagement and employee performance: Evidence from Uganda's health sector	357	2018	Taylor & Francis
2	(Hamza et al., 2021)	Recruitment and Selection: The Relationship between Recruitment and Selection with Organizational Performance	157	2021	Google Scholar
3	(Rivaldo and Nabella, 2023)	Employee performance: Education, training, experience and work discipline	151	2023	Google Scholar
4	(Guan and Frenkel, 2019)	How perceptions of training impact employee performance	118	2019	Emerald Insight
5	(Kuruppu et al., 2021)	The Impact of Training on Employee Performance in a Selected Apparel Sector Organization in Sri Lanka	63	2021	Google Scholar
6	(Arifin et al., 2020)	The Influence of Recruitment and Career Development Towards Employee Performance: A Mediating Role Of Competence	45	2020	Google Scholar
7	(Yimam, 2022)	Impact of Training on Employees performance: A case study of Bahir Dar university, Ethiopia	37	2022	Taylor & Francis
8	(Munaty et al., 2022)	The Effect of Recruitment, Selection and Training Process on Employee Performance	15	2022	Google Scholar
9	(Aldhuhoori et al., 2022)	The Effects of Recruitment, Selection, and Training Practices on Employee Performance in the Construction and Related Industries	2	2022	Google Scholar
10	(Almarashdah, 2024)	The role of organizational culture on the relationship between employee training and job performance in Jordan	1	2024	Google Scholar

First, Sendawula et al., (2018) published the journal article with the highest number of citations (357) where the aim of this to determine the contributions of training and employees involvement to employee performances with a focus on the health sector in Uganda. The results of the regressions analysis indicate that training and employee interest can significantly predict employee performance. In addition, the correlation analysis revealed a positive relationship between (1) employee and training performance, and between (2) employee involvement and employee performance. The results of the study also showed partial mediation, where employee involvement acts as

a mediator in the relationships between training and employee performance (Sendawula et al., 2018).

Then in second place, Hamza et al., (2021) with the number of citations (157) The purpose of this study was to identify the produce of recruitment and selection applied in an organization and explore the methode are involved in the process. The study also aimed to understand how qualifications and certifications affect the recruitment process and how criteria such as gender, race and culture contribute. The survey was conducted in a telecommunications company. The results showed that there was no racial and gender difference among candidates in internal promotions in a telecommunications company located in Erbil-Kurdistan. In addition, in this study, the researchers also found that the selection methods applied (such as application forms, psychometric tests, CV data, interviews, assessment centers, group interviews, and references) are very important. The majority of participants believed that these selection methods play a crucial role in the recruitment process in the telecommunications sector (Hamza et al., 2021).

Third Rivaldo and Nabella (2023), with the number of citations (151) to find out to what extent do education, experience, work discipline affect and training employee performance in a company. Research shows that training has a significant positive effect on employee performance, especially at PT. Infinein Technologies Batam. Employees feel the real benefits of the training they attend, which provides additional value in their field of knowledge. Direct experience in the field during this training is able to encourage their performance to be better. Thus, it can be concluded that the more training is attended, the more employee performance will increase your participate in, the better your performance will be (Rivaldo and Nabella, 2023).

The fourth place was written by Guan and Frenkel (2019) with the number of citations (118). The aim of this research is to know the influence of company training on the performances of most manufacturing employees to ensure the competitiveness of contemporary Chinese manufacturing. The research results show a positive relationship between training and a positive correlation with work engagement, task performance, and HRM strength (Guan and Frenkel, 2019).

Fifth, Kuruppu et al., (2021) with number of citations (63), the aim of this study aims to determine the impact of training on employee performance at the operational level in an organization engaged in the apparel sector in Sri Lanka. The results of the study indicate a strong relationship between training and employee performance. The analysis conducted revealed a significant positive influence between training content and operational factors on employee performance. The researchers recommend improving training content and identifying specific training needs, as well as determining the appropriate training duration as steps in improving employee performance (Kuruppu et al., 2021).

Sixth, Arifin et al., (2020) with the number of citations (45) The aim of this research is To know the influence of recruitment and career development on employee performance in Islamic banks with competence as a mediating variable, data analysis was conducted which showed that recruitment had a significant and absolute influence on employee performance. Based on these findings, this study recommends that bank leaders improve the quality of procedures and recruitment processes, as well as career and competence development, especially in planning recruitment (Arifin et al., 2020).

Seventh, Yimam (2022) published a journal with a number of citations (37), where the aim of this research was to assess and An investigation was also conducted on the

impact of the training on the employee performance in academic institutions that focus on the field of technology. Training needs An investigation was also conducted on the impact of training on employee performance in an academic institution focused on technology. It was found that training needs have a positive and significant effect on the performance of administrative employees at Bahir Dar University (BDU). The results of this study indicate that training needs assessment, training design, material delivery style, and training evaluations all contribute significantly to improving employee performance. In addition, this study recommends that human resource management be actively involved in improving the quality and quantity of training programs. This training applies four phases of a systematic and effective process to improve the performance of administrative employees at Bahir Dar University, especially technology institutions (Yimam, 2022).

Eighth by Munaty et al., (2022) with the number of citations (15), the aim of this research is to understand how important employee recruitment, selection, and training are in an effort to improve employee performance at PT. Budiman Sejahtera Development, this study was conducted. The results of the analysis show that based on the partial test (t-test), there are three variables that have a absolute and significant effect on employee performance, namely employee selection and training. However, one variable, namely recruitment, shows a negative and significant effect on employee performance (Munaty et al., (2022).

Ninth, Aldhuhoori et al., (2022) with the number of citations (2). The aim of this research is In this study, we attempted to identify of factors that contributes to the better employee performance. Our primary focus was on selection, recruitment, and training strategies that were tested to measure their impact on employee performances in the UAE public sector, including the construction and industries related to that sector. The results of the analysis showed a significant positive relationship between effective recruitment, selection, and training procedures and employees performance. In particular, effective selection plays a significant role in improving employee performance. However, in the context of public sector companies in the UAE, training proved to be a less significant factor in influencing employee performance. Therefore, employers in the public sector, including construction and related industries, need to consider the importance of proper selection to improve employee performance (Aldhuhoori et al., 2022).

The most recent journal published by Almarashdah (2024) The aim of this research is to see how employee training has a direct impact on how well employees perform in Jordan, and also to investigate how company culture influences The relationship between training and employee performance is very important. The results of this study revealed that employee training has a significant influence on their ability to carry out tasks. In addition, moderation analysis shows that for individuals with a higher level of training perspective, there is a very strong correlation between the employee training and also capable performance among employees (Almarashdah (2024).

CONCLUSION AND SUGGESTION

It is concluded that Recruitment, Selection and Training are very important in influencing employee performance, this needs to be considered and implemented so that the Organization can achieve their goals. This conclusion is based on findings and discussions found in data sources such as Google Scholar, Emerald Insight. Organizations/Companies that carry out good Recruitment, Selection and Training will improve employee performance which is beneficial for the organization/company.

Based on a literature review from several studies and research journals, it can be concluded that many companies have used Recruitment, Selection and Training practices in improving employee performance, but their implementation is still less mature, so every company must pay more attention to the implementation of Recruitment, Selection and training because If the implementation is carried out well, it will produce a number of direct benefits for employee performance in the company.

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