

Research Article

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Recruitment System Analysis in Improving Employee Performance Using Relevant Marketing Strategies at the Al Sudais Indonesia Foundation

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Received: June 17, 2024; Accepted: June 26, 2024; Online: July 07, 2024 | DOI: <https://doi.org/10.47353/ijema.v2i2.167>

Abstract: *Human resources are an important aspect of competitive advantage in an organization with the overall value of its capabilities, knowledge, skills, experience, and motivation. To build and improve the quality of its human resources, the company implements human resource management. One of the activities in human resource management is planning and procuring human resources for an organization that suits its needs. Efforts to fulfill these needs can be made through a recruitment process. The purpose of this research is to determine the implementation of the recruitment system at the Al Sudais Indonesia Foundation. This type of research is research with descriptive qualitative methods. The results of this research reveal that the Al Sudais Indonesia Foundation has implemented a needs-based recruitment system. Starting from analyzing the employee needs of each division, determining the qualifications of prospective employees, carrying out the recruitment process both internally and externally, carrying out the selection process for both files and technical abilities, ending with checking the background of job applicants.*

Keywords: *management, HR management, recruitment.*

Introduction

Human resource management is an important aspect in every organization or company. The quality of human resources can influence the quality of a company or organization in achieving predetermined goals. This makes human resources a valuable asset for the company to manage and carry out their respective functions in the company's future development. According to (Sabrina, 2021). Human resources are a competitive advantage with the overall value of capabilities, knowledge, skills, experience and motivation possessed by humans who are able to support a company or agency. To build and improve the quality of its human resources, the company implements a human resource management process to manage human resources to maximize productivity by carrying out their respective roles for the organization and company. This is in line with what was stated (Hasibuan, 2012) that human resource management is a collection of knowledge about how to manage an activity within a company or includes activities that include planning, organizing, implementing and controlling functions in realizing effective and efficient goals within the company.

The activities in human resource management consist of initiating planning, procurement, directing, developing, maintaining and dismissing employees. Recruitment is a process carried out by organizations and companies to obtain quality human resources in procurement activities based on previous planning needs. The main objective of employee recruitment is to collect or reach prospective employees who have the potential to fill available job vacancies (Al Fajar & Heru, 2010). (Malthis & Jackson, 2006) views that recruitment is a process of gathering a number of job applicants or job seekers who have qualifications and are in accordance with what the company needs, to be employed by the company.

A good recruitment process is able to obtain quality prospective employees. Matutina (2001) states that the quality of human resources refers to three dimensions of quality, namely knowledge, skills and abilities. This was also explained by According to Soemohadiwidjojo (2016) that performance is the level of achievement of the work of an employee or group of people in an organization or company in a certain period of time and in accordance with the scope of their authority and responsibility in order to achieve organizational goals and is carried out legally or does not violate applicable laws and in accordance with ethics. Optimal performance will be realized if the organization can select employees who have the motivation and skills appropriate to their work and have conditions that enable them to work optimally (Malthis & Jackson, 2006). This is proven by Rosalina & Lestariningsih (2021) in his research with the results that the recruitment and selection process has a significant influence on employee performance at PT. Ume Indonesia Persada.

The Al Sudais Indonesia Foundation was founded on December 21 2016 and oversees education providers from elementary school based on Al-Qur'an tahfizh, middle school to Islamic boarding school-based high school in the city of Depok and Bogor district, namely SDTQ, SMP and Al Wafi High School. Like a company, a foundation also needs quality human resources that suit its needs. So the foundation carries out a recruitment process to look for human resources to realize the planned goals.

Literature Review

Human Resources

Human resources have an important role in competition between organizations and are the key to the success of achieving organizational goals. Sunarmintyastuti & Suprpto (2019) means that human resources are the abilities that exist in every human being which are determined by their thinking and physical abilities. As for Samsuni (2017) explains that human resources are people who are ready, willing and able to contribute to efforts to achieve organizational goals. So that human resources can be understood as people who are able to contribute to their field for an organization in order to achieve shared goals that have been set.

Human Resource Management

The large role of human resources in a company. Companies must be able to manage, organize, direct, and have the ability to develop existing resources so that they become qualified and competent employees in accordance with the position they hold (Arma & Lubis, 2023). Samsuni (2017) defines the process of planning, organizing, implementing and controlling human resources in an organization to achieve goals effectively and efficiently with the term human resource management. In human resource management there are several activities starting from planning, procurement, direction, development, maintenance, to employee dismissal (Norhafizi et al., nd).

Recruitment

Recruitment is the process of seeking and attracting job applicants with the motivation, abilities, skills and knowledge necessary to cover deficiencies identified in personnel planning. The goal of recruitment is to provide a sufficient supply of labor to meet the needs of the organization (Vemmi Kesuma Dewi et al., 2021). This is in line with what was explained by (Mangkunegara, 2017). Regarding recruitment, it is a process or action carried out by a company to obtain additional employees which goes through stages that include identifying and evaluating sources of employee attraction, determining the company's employee

needs, the selection process, placement and orientation of employees.. Mathis and Jackson in quotes Vemmi Kesuma Dewi et al., (2021) states that recruitment is the process of getting a number of applicants who match the job vacancies or positions required.

Meanwhile, according to (Pangabean, 2004) Recruitment aims to communicate the existence of vacant positions in such a way that job seekers respond. To obtain human resources that suit needs, the company implements the following stages:

1. Recruitment, this stage is divided into 2 methods, internal and external

- Internals:

Internal recruitment is recruitment carried out by considering existing employees to fill available vacancies or positions by:

- Upgrading/upgrading
- Transfer/mutation
- Appointment (promotion)
- Job placement via bulletin/board
- Inventory of announcement skills

- External:

An attempt to attract job applicants from outside the company. Means for external recruitment that can be used include newspaper advertisements, announcements on college campuses and recruitment agencies. Media, such as newspapers, trade journals, radio, TV.

2. Selection

The selection process is a process carried out by companies to select applicants who have qualifications according to the job vacancies offered (Vemmi Kesuma Dewi et al., 2021). Something similar was also explained by Samsudin (2009). The selection process is the process of selecting workers who have been successfully collected through recruitment which aims to obtain workers who meet the requirements and have qualifications that match the job description or in accordance with the company's needs.

According to (Hasibuan, 2010), the steps in the selection process are as follows:

1) Application letter selection process

This application letter selection aims to select application letters and group them based on application letters that meet the requirements and also application letters that do not meet the requirements. Application letters that do not meet the requirements determined by the company will be considered disqualified, while application letters that meet the requirements will be included in the next selection process.

2) Fill in the application form

Every applicant who meets the requirements and is called must fill in the application form or form provided by the company. This form usually contains complete data from the applicant such as their work experience or desired salary.

3) Checking applicant references

In this process, the company will examine who the applicant's references are, whether they are trusted or not, to provide information about the applicant's attitudes, behavior, work experience and several things that are considered important. The company as the party that will accept the applicant as an employee tries to check to find out the applicant's background and references. At a minimum, the

company wants to know the applicant's last job and salary. This applies to applicants who have worked at a company or other institution. In this way the company can find out the applicant's reputation, character and lifestyle. For graduates from an educational institution, reference checking is done through the grades listed on the transcript.

4) Preliminary interview

This preliminary interview is usually carried out by the company selection team by holding a formal and in-depth interview. With this preliminary interview process, complete and detailed data about the applicant will be obtained.

5) Acceptance test

This acceptance test is a process of searching for employee data that will be adjusted to standardize the position or job offered to applicants. This type of admissions test can be in the form of an interview or a written test. Some examples of this type of admissions test include physical tests, academic tests, knowledge tests, etc.

6) Psychological test

The purpose of this psychological test is to test the applicant's mental abilities so that the company knows whether the applicant's mentality is in line with what the company wants.

7) Medical check up

The purpose of the medical test is to physically examine the applicant to see whether it meets the specifications that have been determined for the job being offered. Therefore, this health test must be carried out properly because it can determine the applicant's productivity at work.

8) Final interview

In general, the final interview process is carried out by the direct superior to interview the applicant to find out in depth about the applicant's ability to carry out the tasks to be carried out.

9) Decision

The final selection process is to decide whether the applicant is accepted or rejected after obtaining some data from the selection process above.

3. Orientation

Vemmi Kesuma Dewi et al. (2021) Revealed that after hiring employees, the company held a formal orientation program aimed at introducing them to social life, culture and the work environment around the workplace. Orientation is usually classified into 2, namely:

- a) Organizational orientation, introducing new employees to the goals, history, philosophy, procedures and settings of the organization. It should include relevant HR policies and allowances such as working hours, overtime claims payroll procedures and allowances.
- b) Work unit orientation, introduces new employees to the work unit's goals, explains how their work contributes to the unit's goals and includes introductions to their new co-workers.

Marketing Management

Marketing management according to (Kotler et al., 2016), is the art and science of selecting target markets and gaining, retaining, and growing customers by creating, delivering, and communicating common customer value. Meanwhile, according to (Bintoro & Daryanto, 2017), that marketing management is the analysis, planning, implementation and control of programs designed to create, build and maintain profitable exchanges with target buyers to achieve organizational goals.

Marketing strategy

According to (Kotler & Armstrong, 2012), marketing strategy is the marketing logic by which a company hopes to create value for customers and achieve profitable relationships with customers.

Employer Branding

Employer branding according to (Mosley & Schmidt, 2017), which is the process of creating an excellent workplace and then promoting it to talent whose knowledge and skills the organization needs to meet its business goals and objectives. Employer branding can develop a positive reputation that will help attract talented individuals.

According to the Loomly Team (2019), there are 4 benefits of employer branding, namely:

- 1) Give candidates a reason to choose the company
- 2) Making the recruitment process easier
- 3) Save cost
- 4) Involve existing workers.

Surveys Employee Satisfaction

Survey or self-administered survey according to (Sugiyono, 2016), is a quantitative research method used to obtain data that occurred in the past or currently, about beliefs, opinions, characteristics, behavior, variable relationships and to test several hypotheses about sociological and psychological variables from samples taken from certain populations, data collection techniques with in-depth observations (interviews or questionnaires).

Meanwhile, the job satisfaction survey according to (Mangkunegara, 2012), is a procedure where employees express feelings about their position or job through work reports.

Feedback

Feedback according to Rink (2002), says that the information a person receives is as a result of a response to the information received. Meanwhile, according to Lutan (2001), feedback is knowledge obtained regarding a task, action or response that has been given.

Performance

Performance or performance according to Moehariono (2014), is a description of the level of achievement of the implementation of an activity program or policy in realizing an organization's goals, objectives, vision and mission as outlined in an organization's strategic planning. Meanwhile, performance according to (Rivai, 2013), is a general term used in part or all of the actions or activities of an organization in a period with reference to a number of standards such as past costs projected on the basis of efficiency, accountability or management accountability and the like.

Method

In this study, the research method used by the author is a qualitative method, namely describing the data collected and analyzed. The subject of this research is the recruitment system section regarding efforts to improve employee performance. The object of this research is the Al Sudais Indonesia Foundation which is located on Jalan Raya Arco No.1, Tajur Halang District, Bogor Regency, West Java.

The independent variable in this research is the recruitment system (X), while the dependent variable in this research is employee performance (Y). In this research there are two types of data sources used, as follows. (1) Primary data collected in this research is the result of interviews, observations and documentation of problems related to the recruitment system implemented at the Al Sudais Indonesia Foundation. (2) This secondary data was obtained from literature, journals or scientific articles from previous research, magazines and company document data required in this research.

Data collection techniques in this research use several methods as follows:

1. Interview

An interview is a search for information carried out by asking questions to the respondent (source of information) who is the respondent in this research. The data here is more about internal company data.

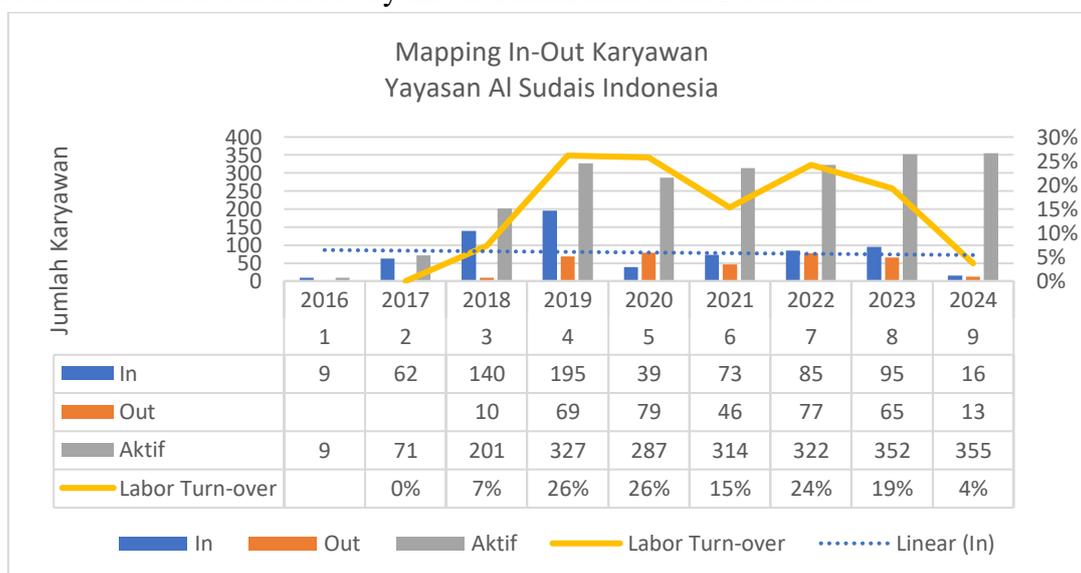
2. Observation and Documentation

Observation is a method of collecting data by visiting and observing directly the research object. Meanwhile, documentation is carried out by collecting photos and written notes about various activities or events that occurred while conducting research. Data is obtained through documents which are formal notes, books, articles and other information materials that are related to the problem or archive.

The analysis used uses a qualitative approach, namely by collecting data from the field which is useful for providing a general overview for research and as a discussion of research results. The data used is the result of collection from field research which is compared with theoretical basics obtained from library materials so that existing problems can be solved and then compiled into research results to produce a new conclusion.

Results and Discussion

The Al Sudais Indonesia Foundation was founded on December 21 2016 and oversees education providers from elementary school based on Al-Qur'an tahfizh, middle school to Islamic boarding school-based high school in the city of Depok and Bogor district, namely SDTQ, SMP and Al Wafi High School. Like a company, a foundation also needs quality human resources that suit its needs. So the foundation carries out a recruitment process to look for human resources to realize the planned goals. The following is employee recruitment data carried out by the Al Sudais Indonesia Foundation.



Picture 1. In-Out Recapitulation of Al Sudais Indonesia Foundation Employees

The figure shows that the number of active employees working at the Al Sudais Indonesia foundation always increases every year. However, the employee turnover rate at the foundation in the last five years is quite high. Refer to Halimsetiono (2014) which explains that the turnover rate can be said to be normal if it is still around 5 – 10% per year, but if it exceeds 10% per year then the company has a high turnover. In 2019, the Al Sudais Indonesia foundation recruited the most employees during its operations by accepting 195 employees along with the departure of 69 employees. Meanwhile, in 2020 employee recruitment at the Al Sudais Indonesia foundation experienced a significant decrease to 39 employees. This number is lower than the total number of employees who resigned, namely 79 employees. So the employee turn-over rate at the Al Sudais Indonesia Foundation in 2019 and 2020 was the highest during the foundation's operation, namely 26%. The picture also explains that the number of employee recruitment at the Al Sudais Indonesia foundation has a decreasing trend every year.

After conducting research, interviews and observations at the Al Sudais Indonesia foundation and referring to a literature review regarding the recruitment system in an effort to improve the foundation's performance. The author found several discussions regarding efforts to improve foundation performance by implementing a recruitment system to obtain quality human resources. The author also provides input for implementing relevant marketing strategies in an effort to improve employee performance. The following is the employee recruitment system and flow implemented by the Al Sudais Indonesia Foundation,

Identify Needs

Before carrying out the recruitment process, the Al Sudais Indonesia Foundation carries out recruitment based on human resource needs and planning. The middle managers will analyze and identify their division's needs for new employees who will then be submitted to the Human Capital and Human Resources division for the recruitment process. This concept is in line with that expressed by Ambia & Lubis (2023) which states that recruitment is a stage in human resource management which is carried out after human resource planning. In the planning, the number of workers needed and what qualifications are needed is analyzed, then recruitment is carried out.

Based on the results of an interview with Ustadz Tri as HC/HR staff of the Al Sudais Indonesia Foundation. After identifying and determining the required qualifications, the foundation applies two recruitment methods, namely, manual and automatic. In the manual recruitment method, the Al Sudais Foundation has stages of analyzing employee needs, planning the recruitment process, creating and disseminating job vacancy information, carrying out the selection and interview process, ending with a decision and providing information on the selection results to prospective employees. As for the automatic recruitment method, the Al Sudais Indonesia Foundation carries out an analysis of employee needs, plans the recruitment process, submits qualifications that suit the needs to a 3rd party (advertising service), a selection and interview process, and ends with a decision and provides information on the selection results to prospective employees.

Examination of Application Files

Furthermore, in the employee selection process at the Al Sudais Indonesia Foundation, the selection team will review and select job application letters that have been received along with the conditions determined by the Al Sudais Indonesia Foundation, including:

- 1) Photocopy of identity card (KTP)

- 2) Family card (KK)
- 3) Good Behavior Certificate (SKKB) from the police
- 4) Minimum SMA/D3 diploma according to the vacancy required
- 5) Maximum age 30 years

According to Ustadz Syahrul as the HC/HR manager of the Al Sudais Indonesia Foundation, these requirements are the main requirements that applicants must have. So that applications that do not meet the requirements will be disqualified, applicants who meet the requirements will be called to take part in the next selection process.

Job Tests and Selection Interviews

This test aims to obtain information from applicants or prospective employees that is synchronized with the specifications for the positions or jobs available at the Al Sudais Indonesia Foundation. As explained by Ust. Luqman as head of parenting at Al Wafi IBS, in the selection interview stage and special job tests, prospective dormitory caregivers and halaqah Qur'an teachers will be selected for their parenting abilities and the quality of their memorization and reading of the Qur'an. And the selection interview process will be conducted using Arabic or English.

Background Check

The purpose here is to obtain information about the applicant's past behavior and to check the correctness of what is provided on the application form. This examination process can be carried out by digging up the information attached to the CV or someone who provides recommendations for the applicant.

Recruitment Process Obstacles

In the recruitment process in an effort to improve employee performance, the Al Sudais Indonesia Foundation faced various obstacles, including:

a. Organizational policies

Organizational policies that influence recruitment are as follows.

(1) Compensation and Welfare Policy

If the company can provide compensation and welfare that is large enough and fair, then there will certainly be more and more serious applicants, but if the salary and welfare provided by the company are relatively low, then there will be fewer applicants.

(2) Promotion Policy

If the company provides a wide range of opportunities for promotion to its employees, there will be more and more serious applicants, conversely if the opportunities for promotion provided by the company are relatively small or very limited, then there will be fewer applicants. Promotion itself is a dream for every employee, because promotion means that the employee's status and income will of course increase.

(3) Employee Status Policy

If the employee status is permanent or full time, then there will likely be more applicants, but if the employee status is only a daily worker/part-time/overship worker, then there will likely be fewer applicants.

(4) Employment Resources Policy

If the number of workers who will be accepted comes from local regional workers, then the chances of serious applicants registering will be small, but on the other hand, if the workers who will be accepted cover all regions, then there will certainly be more people who will apply for jobs.

b. Position Requirements

It is complicated and there are many requirements that must be met and possessed by applicants, so the number of applicants will be low, conversely if the number of requirements is small then the number of applicants will be relatively high. As applied to the Al Sudais Indonesia Foundation which makes the length of work period and level of education in certain positions: undergraduate level (S1) as a requirement to become a class teacher and postgraduate (S2) for managerial positions.

c. Recruitment Implementation Methods

The more open recruitment will result in relatively many applicants or job seekers, conversely if recruitment tends to be closed then there will be relatively few applicants. The recruitment system at the Al Sudais Indonesia Foundation is quite open, especially in providing information on selection results whether they are accepted or not to applicants who have taken part in the selection process.

d. Labor Market Conditions

If labor market conditions increase the supply of labor, then relatively many will be serious. But on the other hand, if there are relatively few labor offers, then there will tend to be few applicants too.

e. Corporate Solidarity

Company solidarity is a reference for public trust in the company, for example the size of the company. If the company's solidarity is large, of course there will be more and more applicants who want to apply to that company. On the other hand, if company solidarity is low, there will also be relatively few job applicants.

f. External Environmental Conditions

Economic conditions emerge quickly, creating a lot of competition in order to find work, so there will be fewer applicants, but if the economic growth rate is low, then there will also be more job applicants.

In practice, companies often experience problems in determining the right prospective employees, considering that there are many prospective employees available but very few are competent in their fields. If the company already has an idea of the results of the job analysis and job design that suit the company's needs and goals, then it is the job of the human resources division to fill the required positions by looking for suitable and qualified human resources for the job through a recruitment process. Carry out recruitment or search for workers and carry out selection is an important task and requires great responsibility. This is because the quality of human resources used by the company must be appropriate and really depends on how the recruitment procedures for selection are carried out. So this research is in line with research that has been carried out by (Setiani, 2013) with the title "Study of Human Resources in the Workforce Recruitment Process in Companies". The results of this research are "A number of employees or employees are needed to increase the productivity of an organization or company." "Efforts to meet these needs can be done through recruitment." "The many obstacles faced by an organization in the process of recruiting new employees or employees come from internal factors and external factors that come from the organization's environment."

Implementing Employer Branding

The author argues for using a recruitment marketing strategy, namely employer branding, which can be applied to improve employee performance. By building employer branding, it is hoped that it can improve the foundation's image, so that more and more competent prospective employees apply to become employees. Apart from that, employer branding can increase employee retention levels. This is expected to minimize the high turn-over rate at the Al Sudais foundation based on research results that, per year the company has a high turn-over (more than 10% per year).

Apart from that, in building employer branding, the company will make improvements in many areas related to employee experience, such as company culture, working conditions, opportunities for promotion and the compensation and benefits offered. This can improve employee performance and satisfaction in working at the Al Sudais foundation and employees can disseminate information and their work experiences to attract the best prospective employees.

Conduct Employee Satisfaction Surveys

Surveys Employee satisfaction can be done to increase productivity and overall company performance by measuring various aspects including work environment, compensation, management, etc. Employees and former employees can provide reviews or feedback about their experiences working at the Al Sudais Foundation. With this data, companies can analyze employee needs, hopes, problems and challenges to improve working conditions and environments by making improvements.

In addition, by knowing employee satisfaction, companies can find out the root cause of high turn-over. Thus, employee retention rates will also increase if the company makes improvements because employees tend to stay longer at the company because they are satisfied with the job and the environment, which ultimately can reduce costs and time in the recruitment process as well.

Closing

Conclusion

Based on the results of the analysis and discussion above, the following conclusions can be drawn:

1. In improving its productivity and services, the Al Sudais Indonesia Foundation seeks and recruits employees based on an analysis of job needs and availability.
2. The recruitment process implemented by the Al Sudais Indonesia Foundation is quite strict and complex. Especially in terms of job requirements, such as undergraduate (S1) as a requirement to become a classroom teacher and postgraduate (S2) for managerial positions.
3. The employee recruitment process at the Al Sudais Indonesia Foundation is truly in accordance with employee needs, although family relationships are prioritized, but the recruitment process is still carried out according to the established recruitment SOP.

Suggestion

The suggestions that the author can convey to the Al Sudais Indonesia Foundation after conducting this research are,

1. The Al Sudais Indonesia Foundation must carry out a thorough analysis of the needs and availability of existing workers before carrying out recruitment. This is done so that there is no accumulation of employees or staff which results in an increase in operational costs, namely employee salaries.

2. Foundations must improve the job competency selection process by testing parenting knowledge for prospective caregivers, quality of reading and memorizing the Qur'an for muhaffizh candidates, micro teaching for prospective teachers, marketing skills for prospective PPSB bureaus, travel bureaus and overseas bureaus.
3. With all the existing limitations, the author considers it necessary to carry out further research on the employee recruitment system at Islamic foundations which oversee several education providers.

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