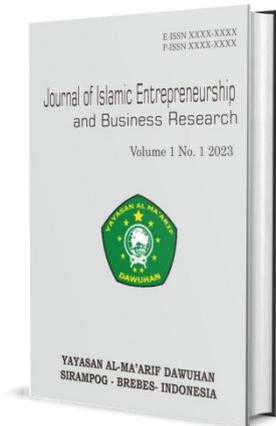




The Influence of E-Recruitment on Employee Performance

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ARTICLE INFO

Article history:

Received 15 January 2024

Accepted 10 October 2024

Publish 30 October 2024

Keywords:

E-Recruitment, Employee Performance

ABSTRACT

E-recruitment plays a crucial role in companies by enhancing the recruitment process and improving employee performance. Proper recruitment through e-recruitment systems enables organizations to acquire optimal human resources (HR). By sorting and selecting candidates based on specific criteria such as education, experience, or skills, e-recruitment allows companies to adapt quickly to their needs and ensure that new hires possess the required qualifications. This study investigates the impact of e-recruitment on employee performance using SMART-PLS version 3 for data analysis. The sampling method employed was disproportionate stratified random sampling, with 100 respondents participating in the research. Despite its potential, the findings revealed that e-recruitment does not significantly influence employee performance, as indicated by a P-value of 0.228 and a path coefficient of 0.086. The study highlights the importance of aligning recruitment strategies with broader performance objectives while considering other factors that might contribute to employee performance. Although e-recruitment facilitates efficiency in candidate selection, its direct impact on performance requires further exploration, particularly in identifying mediating factors that could strengthen this relationship. These findings provide valuable insights for organizations to refine their recruitment processes, emphasizing the need for a holistic approach that integrates e-recruitment with other performance-enhancing initiatives. Future research could explore the interaction between e-recruitment and factors such as training, motivation, or organizational culture to determine their combined effects on performance outcomes. Thus, while e-recruitment optimizes candidate selection, its role in driving performance may depend on broader organizational practices.

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Introduction

Performance is arranging tasks to provide job regulations to someone who works. So performance is the willingness of each individual and group to carry out activities so that the required results meet expectations. Employee performance is the real result that each person produces in terms of their work. Covers the extent to which employees achieve goals, make positive contributions to their work, and are responsible for what they do. Employee performance has different personal characteristics, levels of ability, levels of expertise in completing their work tasks, so companies need to choose employees who are truly suitable so that their performance can run optimally by paying attention to several things.

Based on the results of interviews regarding employee performance, some of them revealed that employees having a low level of motivation was one of the main reasons. This is an important issue because low motivation will also affect employees. Apart from that, we find differences in the way employees deal with difficult work because they are able to overcome it, while others are still having difficulty. In interviews with related parties, we asked about sharing their experiences with the results of this interview. This is important for working together in a group as a strategy for overcoming work that is considered difficult. This shows that motivation and team support can be a factor in employee performance. results from a pre-survey of employee performance variable indicators with a total of 30 respondents from employees of the quality control (QC) department and quality assurance (QA) department of PT. Kanindo Makmur Jaya 2 Jepara. The results of the pre-survey that there are problems show that if time management can be a concern in the workplace, the inability to manage time can affect efficiency in work. The first factor that causes a decline in employee performance, one of which is e-recruitment in the quality control (QC) and quality assurance (QA) departments of PT. Kanindo Makmur Jaya 2 Jepara has obstacles that affect employee performance, because based on pre-surveys and interviews that have been carried out, it is known that employees still have certain obstacles, such as a lack of clarity (elements of clarity) in job vacancy advertisements.

Researchers also conducted interviews with several quality control (QC) and quality assurance (QA) employees who said that the e-recruitment site was effective due to factors such as cost savings, time savings, and a faster process for finding work. But apart from that, they have problems in using the e-recruitment site, they find certain obstacles in using it, such as incomplete pamphlet content, the need to build a talent pool, these obstacles have the potential to be improved in using the e-recruitment site to make it more efficient and effective. The results show that e-recruitment sites are useful in saving time, processing costs quickly, while also showing areas that need improvement such as increasing clarity in job vacancies and utilizing technology in the process. Results from the Pre-Survey of E-Recruitment variable indicators with 30 respondents from employees of the quality control (QC) department and quality assurance (QA) department at PT. Kanindo Makmur Jaya 2 Jepara. There is a problem if the company needs to provide a lot of support, training, or resources to employees to become more skilled in utilizing e-recruitment sites. There is a research gap in previous research regarding variables that have an influence on employee performance. E-recruitment affects employee performance. Potale, Lengkong, et al., (2016) stated that the recruitment process has a positive impact on employee performance and

is also supported by research from Pembagio, Utami, et al. (2013) which states that the influence of the recruitment process on employee performance partially has a positive and significant influence. However, this contradicts the results of research by Sundari (2018) which states that recruitment variables do not have a positive effect on employee performance. Based on the exposure above and according to several problems that occurred in the quality control (QC) and quality assurance (QA) departments of PT. Kanindo Makmur Jaya 2 Jepara is the core problem that can be identified as how e-recruitment in the company influences the relationship between independent factors (company support, effective use of e-recruitment sites) and the dependent variable (employee performance).

Literature Review

Employee performance

Afandi (2018) in Yenny et al., (2021) states that performance is the level of task creation in managing the work of each individual or group. So, performance is the ability of an individual or group to carry out work or fulfill their responsibilities and results according to expectations. Performance is the results that have been achieved in accordance with the provisions that apply to the job in question within the company. Performance is a manifestation of a person's ability or potential to fulfill their responsibilities according to certain standards. According to Robbins (2016), employee performance indicators encompass several key aspects, including the quality of work, quantity, timeliness, effectiveness, and independence. Meanwhile, Afandi (2018) identifies various factors that can influence employee performance, such as ability, personality, and work interests; work discipline; job conditions or clarity; leadership; level of motivation; work culture; employee competency; and the availability of work facilities. The combination of these indicators and factors provides a comprehensive framework for evaluating and enhancing employee performance in the workplace.

E-Recruitment

Nasution (2019) stated that E-Recruitment is filling part of existing jobs in a company, having two sources of labor from sources outside (external) the company or sources within (internal) the company. E-recruitment is an action or process carried out by a company to add employees with various stages which include identifying and evaluating sources of workforce attraction, selecting and determining workforce, the selection process, job placement and workforce orientation. Fridantara and Muafi (2015), as cited in Munawaroh and Muhamad Ekhsan (2021), stated that the acceptance of e-recruitment process technology can be measured through two main indicators. First, Perceived Usefulness, which relates to the extent to which applicants believe that the use of technology can optimize their performance. Second, Perceived Ease, which refers to the extent to which applicants believe that using technology is easier. Furthermore, according to Chapman and Webster (2003), as cited in Munawaroh and Muhamad Ekhsan (2021), several factors influence e-recruitment, including the success of finding employees who meet qualifications, cost savings, an increase in employee recruitment rates, ease in the recruitment process, and overall convenience throughout the process.

The Relationship of E-Recruitment to Employee Performance

E-Recruitment is a recruitment process carried out online by uploading job vacancy information on the company's website or social media. E-Recruitment makes it easier for applicants to send applications only via e-mail, and is more time efficient (Gamalaki, 2013) in (Ratnasari et al., 2022). E-Recruitment can also reach applicants from various locations more efficiently and companies have access to more employees who have the appropriate qualifications or abilities. If employees utilize effective e-recruitment sites they tend to achieve better performance.

E-recruitment is used to sort and select candidates according to certain criteria, in terms of education, experience or certain skills. This allows companies to quickly tailor recruitment to their specific needs, ensuring that employees hired have the appropriate qualifications. E-Recruitment is the most important part of the company, recruitment according to the system can improve employee performance, correct recruitment produces more optimal human resources (HR). Companies need to provide stronger support to improve the quality of employee work.

The effect of e-recruitment on employee performance has been studied by several previous studies. As in the study by Ratnasari, Suryadinata, & Ariyati (2022), it shows the positive and significant effect of e-recruitment on employee performance. However, Islami et al., (2023)'s study actually shows that e-recruitment has no positive and insignificant effect on employee performance.

H1: There is an influence of e-recruitment on employee performance

Theoretical Thingking Framework

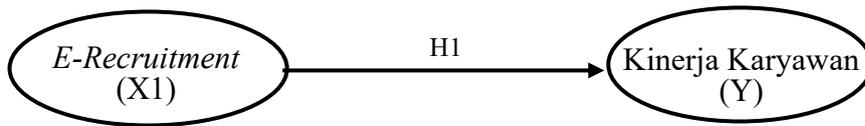


Figure 1.
Theoretical Thingking Framework
Information:
X1: E-Recruitment
Y : Kinerja Karyawan

Method, Data, and Analysis

The research design used is quantitative. The approach used in this research is quantitative research. Quantitative research methodology is research using specific techniques to obtain strong results or evidence, which aims to convince, obtain and grow knowledge so that it can be used to know, overcome, anticipate and resolve cases in certain areas of the problem. The aim of this research is to see the influence of the variables used in the research, including the influence of e-recruitment on employee performance.

According to Sugiyono (2017) in Islami et al (2023) explains that populations are defined as subjects or objects that have qualities and characteristics determined by researchers in order to study and reach conclusions. The population is all the units to be researched with the total number of units within the research requirements and interests. The population taken was all employees of the quality control (QC) department and quality assurance (QA) department at PT. Kanindo Makmur Jaya 2 Jepara with 100 employees. The sampling technique used in this research is the "disproportionate stratified random sampling" technique. This technique is used to determine the number of samples if the population is stratified but less than proportional (Sugiyono, 2014 in Nurdin et al., 2018). Research data collection techniques use primary data as follows: surveys, interviews, and questionnaire

The tools used to collect research data are called data collection instruments. According to Sugiyono (2018) in Subakti (2014), it is a tool used to measure social and natural phenomena. The Likert scale offers the following response options: strongly disagree, disagree, somewhat agree, agree, strongly agree. The result is 1,2,3,4,5. Multiple choice and questions or statements can both be used to administer a Likert scale. Data analysis in this research uses the Structural Equation Modeling (SEM) method with Smart-PLS version 3 software as a technique for analysis. According to Ghozali (2006) in Islami et al (2023) PLS is an alternative approach shifting from the previous SEM approach based on covariance to being based on variance. The analysis techniques used in this research are as follows:

1. Measurement Model (Outer Model):
 - a. Validity Test
 - Convergent Validity (Loading factor, Average variance Extracted)
 - Discriminant Validity (Fornel-Larckel Criterion)
 - b. Reliability Test
2. Evaluation of the Structural Model (Inner Model)
 - a. R – Square
 - b. F – Square

Result and Discussion

Research participants are employees at PT. Kanindo Makmur Jaya 2 Jepara. Google forms are used to collect data online for research. The research questionnaire used adopted identical independent factors, dependent variables from previous research, and mediating variables. The survey to obtain respondents was carried out by researchers starting from November 18 to November 23 2023, with a total of 100 respondents from 2 departments, quality control (QC) and quality assurance (QA) employees of PT. Kanindo Makmur Jaya 2 Jepara responded. The variables used are e-recruitment, selection, job placement, employee performance, work system. The total number of indicators used is 18 indicators with 36 questions.

Instrument Test Results

1. Evaluation of the Measurement Model (Outer Model)

a) Validity Test

There are 2 validity tests, namely the convergent validity test and the discriminant validity test, which can be used to evaluate or test the validity of SEM-PLS analysis. Judging from the outer loading value and the Average Variance Extracted (AVE) value in the convergent validity test. If the indicator meets the outer loading value of more than (0.7) then it is sufficient to meet the convergent validity requirements (Ghozali, 2021). If the Average Variance Extracted (AVE) figure is greater than (0.5), it is considered valid (Ghozali, 2021). In addition, the discriminant validity test can be seen from the Fornel-Larckel Criterion assessment, this test is used to measure the extent to which the latent construct is actually different from other constructs. By comparing the Average Variance Extracted (AVE) value with the correlation value between latent variables, the construct is considered valid. The outer loading of each research indicator variable is shown in the table below.

Table 1.

Outer Loading

Variabel	Indicator	Outer Loading	Keterangan
<i>E-Recruitment</i> (X1)	E 1	0.875	Valid
	E 2	0.801	Valid
	E 3	0.741	Valid
	E 4	0.799	Valid
Kinerja Karyawan (Y)	K 1	0.712	Valid
	K 2	0.813	Valid
	K 3	0.684	Eliminasi
	K 4	0.802	Valid
	K 5	0.812	Valid
	K 6	0.721	Valid
	K 7	0.784	Valid
	K 8	0.766	Valid
	K 9	0.809	Valid
	K 10	0.729	Valid

The research variables still contain indicators with an outer loading value of less than (0.7), this is necessary to remove them from the model. Shows that the validity of the indicator is still relatively lacking. Therefore, the indicator with the lowest indicator variable will be eliminated.

Table 2.

Outer Loading Evaluation

Variabel	Indikator	Skor Lama	Skor Baru	Ket
<i>E-Recruitment</i> (X1)	E 1	0.875	0.874	Valid
	E 2	0.801	0.799	Valid
	E 3	0.741	0.741	Valid
	E 4	0.799	0.801	Valid
Kinerja Karyawan (Y)	K 1	0.712	0.722	Valid
	K 2	0.813	0.820	Valid
	K 4	0.802	0.802	Valid
	K 5	0.812	0.796	Valid
	K 6	0.721	0.731	Valid
	K 7	0.784	0.799	Valid
	K 8	0.766	0.757	Valid
	K 9	0.809	0.813	Valid
	K 10	0.729	0.738	Valid

Therefore, each research variable indicator has an outer loading value of >0.7, so the outer loading value (0.7) is sufficient to meet the requirements for convergent validity.

Table 3.
Average Variance Extracted (AVE)

Variabel	Nilai AVE	Keterangan
<i>E-Recruitment</i> (X1)	0.649	Valid
Kinerja (Y)	0.602	Valid

The research variable has an AVE value above (0.05), this shows that it has met the validity test standards.

Table 4.
Fornell-Larckel Criterion values

Variabel	<i>E-Recruitment</i>	Kinerja	Penempatan Kerja	Seleksi	<i>Work System</i>
<i>E-Recruitment</i>	0.805				
Kinerja	0.637	0.776			

Discriminant validity is declared valid and because it meets the requirements of the Fornell-Larckel Criterion validity test, it can be seen that the top value in the table is higher than the bottom value and also because it can be seen from the root value of AVE that it is greater than the correlation between latent variables.

b) Reliability Test

If the value for each variable has a Cronbach's alpha value >0.6. So it can be concluded that the Cronbach's alpha value meets the standard requirements for a reliable test.

Table 5.
Cronbach's Alpha Value Results

Variabel	Nilai Cronbach's Alpha	Keterangan
<i>E-Recruitment</i> (X1)	0.820	Reliabel
Kinerja (Y)	0.917	Reliabel

Table 6.

Composite Reability Value Results

Variabel	Nilai <i>Composite Reability</i>	Keterangan
<i>E-Recruitment</i> (X1)	0.880	Reliabel
Kinerja (Y)	0.931	Reliabel

If the value of each variable has a composite reliability value >0.7 . So it can be concluded that the composite reliability value meets the requirements of the reliability test standards.

2. Evaluation of the Structural Model (Inner Model)

The R-Square value for the performance variable is (0.804), which means this proves that the e-recruitment variable together with performance is 80.4%, which means it is included in the strong category.

Table 7.

R-Square Value (Coefficient of Determination)

Variabel	Nilai <i>R-Square</i>
Kinerja	0.804

The e-recruitment variable on performance has an F-Square value of 0.019, which means it has a weak influence.

Table 8.

F-Square Test Value (Effect Size)

Variabel	Kinerja
<i>E-Recruitment</i>	0.019

Discussion

Based on the results of the data analysis above, further discussion of this research is as follows:

E-Recruitment Has No Effect on Performance

Based on research, it shows that e-recruitment has no effect on performance as proven by the P-Value value, namely (0.228) which is greater than (0.05). This means that the e-recruitment system has a cause in the company, namely the careless creation of job vacancy pamphlets without considering the job description in the section that is being opened, this makes applicants not clearly know the duties and obligations of the position they are applying for, which can make the employee who is accepted become stiff and lacking in work, so that it affects the quality standards set by the company and is less able to complete the work according to the targets given by the company (Syaifullah & Kadiri 2023). The e-recruitment variable has the lowest value, namely indicator E3, this indicator states that employees feel it is easy and does not require extra effort. Meanwhile, variables were not influenced by respondents and were clarified directly by employees in the quality control (QC) Department and Quality Assurance (QA) Department of PT. Kanindo Makmur Jaya 2 Jepara also stated that some employees were still not fluent in using e-recruitment because they still felt the media was ineffective and could cause bias so that employees were not sure whether email messages sent to HRD were received or not. The results of this

research are in line with research conducted by Sundari (2018) where recruitment variables have no effect on employee performance.

Conclusion

Based on analysis, objectives and data. Obtaining conclusions that can be drawn from research regarding the influence of e-recruitment on employee performance in the quality control (QC) and quality assurance (QA) departments of PT. Kanindo Makmur Jaya 2 Jepara. The research results show that the e-recruitment variable has no direct effect on performance. Thus, it can be concluded that the implementation of e-recruitment has no effect on performance. E-recruitment has no effect on performance with P-Value (0.228) and Path Coefficient (0.086).

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