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The Influence of the Recruitment and Selection Process on Employee Performance at the Padma Resort Legian Hotel

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ABSTRACT

This study investigates how the recruitment and selection process affects employee performance. The population consisted of 590 people, while the sample consisted of 86 participants. The data were collected using multiple linear regression analysis. The results of this study are expected to improve the field of human resource management, particularly by increasing the effectiveness of the recruitment and selection process to encourage better employee performance.

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INTRODUCTION

Padma Resort Legian Hotel is highly committed to service quality through professional human resource management. In its implementation, employee dynamics are one indicator that can reflect the stability and effectiveness of HR management at the hotel. Variations in the number of employees from one year to the next can be affected by a range of internal and external factors, including the recruitment and selection strategies employed by the hotel management. Data on changes in employee numbers at Padma Resort Legian Hotel for the period 2019–2024.

This case shows that the number of employees at the Padma Resort Legian Hotel fluctuated between 2019 and 2024. One issue that emerged during this period was a decline in employee performance, reflected in the results of periodic performance appraisals, which showed less than satisfactory results. Performance appraisals were conducted at the supervisor-staff level, while the managerial level used the Balance Scorecard.

In addition, problems were found in terms of employee performance assessments at supervisor and staff levels at Padma Resort Legian based on six aspects, namely achievement orientation, customer service orientation, teamwork & cooperation, self-confidence, leadership, and problem solving. This assessment uses a Likert scale of 1 to 4, where a score of 1 indicates very low performance and a score of 4 indicates very high performance. In this system, the minimum standard for the average performance appraisal score is 3.0 so that employee performance is considered to meet company expectations, while in reality the average performance appraisal at the supervisor & staff level has not reached the minimum standard score.

There were also issues with guest reviews, some of which were negative comments found through observations on the TripAdvisor platform. These five examples were selected representatively to illustrate the types of complaints that frequently arise, particularly regarding employee performance. Complaints such as delays in responding to guest requests, unpreparedness in providing information, and a lack of prompt action in resolving issues reflect weaknesses in problem-solving and customer service orientation. These findings reinforce the results of internal performance assessments, which showed a decline in scores on these aspects in 2024. Issues in employee performance, as explained by the decline in appraisal results and the increase in guest complaints, can be traced back to the initial employee onboarding process, namely through recruitment and selection.

Recruitment is the process of attracting as many qualified applicants as possible who meet the company's needs (Mulyani, 2022). Meanwhile, selection is the process of screening and identifying applicants who best meet the criteria for available positions (Arum Tidokartika et al. 2021). Both processes play a crucial role in ensuring that recruited human resources possess the competencies, knowledge, and work attitudes that support the achievement of organizational goals (Umil Barokah & Gunawan, 2023).

Based on observations of recruitment patterns at the Padma Resort Legian Hotel, the recruitment process is conducted through official channels such as recruitment platforms and the company website, but also through internal networking. This strategy can expedite the filling of vacant positions, but risks compromising objectivity when candidate selection is primarily influenced by internal preferences or considerations. The initial selection process in some situations shows a tendency to prioritize candidates from internal networks. Furthermore, there are cases where reference check results are suboptimal, but candidates are still considered for recruitment due to urgent needs or other internal reasons.

Finally, problems were found related to the non-compliance of the recruitment and selection process with standard operating procedures (SOP) at the Padma Resort Legian Hotel. This can be indicated by a mismatch between the ideal recruitment and selection procedures and actual practices. This condition is a significant concern in the context of human resource management in the hospitality industry (Ibrahim Yunus et al. 2022), especially at the Padma Resort Legian Hotel, which has high service standards. Based on this phenomenon, it appears that the performance of Padma Resort Legian Hotel employees has declined, accompanied by the recruitment and selection process being poorly implemented, as described previously. This is crucial considering that several previous studies have shown that the recruitment and selection process significantly impacts employee performance, although other studies have found conflicting results. Therefore, researchers were motivated to further examine the influence of the recruitment and selection process on employee performance at the Padma Resort Legian Hotel.

LITERATURE REVIEW

Theory

Employee Performance

Purnamasari (2023), states that employee performance reflects the work results achieved during the execution of tasks, which are greatly influenced by the responsibilities carried out. In the view of Okvi Maharani & Ida Rindaningsih (2023), performance is a record of outcomes obtained from the implementation of work functions according to certain criteria and can be assessed based on activities carried out within a certain period of time. The dimensions and indicators used to assess employee performance according to Kapur & Dumai (2020) are quality, quantity, use of time at work and cooperation with others at work.

Recruitment

Recruitment according to Sholatiah et al. (2022), is a series of activities to find and attract individuals who are looking for work. Titisari & Ikhwan (2021) states that recruitment is an activity to attract job applicants who have the skills and attitudes that match the needs of the organization. Dimensions and indicators of recruitment according to Irwanti (2021) are the basis of recruitment, sources of recruitment and methods of recruitment.

Selection

Selection is a systematic process to choose the candidate who best fits the qualifications and needs of the organization Galih Prawesti & Rizqi (2024). According to Amelya et al. (2022) defines selection as a series of specific stages used to determine which applicants will be accepted. Dimensions and indicators of selection according to Irwanti (2021) is the selection implementation qualification and selection procedures.

Hypothesis

Drawing from theoretical frameworks and pertinent findings from prior research, the researcher recognized the importance of formulating a hypothesis to guide the examination of the relationships among the variables under investigation. Developing a hypothesis is an essential step that helps to focus the research and offers an initial perspective on the anticipated relationships that will be empirically tested in this study.

H01: The recruitment process does not significantly influence employee performance at the Padma Resort Legian Hotel.

Ha1: The recruitment process significantly influences employee performance at the Padma Resort Legian Hotel.

H02: Selection does not significantly influence employee performance at the Padma Resort Legian Hotel.

Ha2: Selection significantly influences employee performance at the Padma Resort Legian Hotel.

H03: The simultaneous recruitment and selection processes do not significantly influence employee performance at the Padma Resort Legian Hotel.

Ha3: The simultaneous recruitment and selection processes significantly influence employee performance at the Padma Resort Legian Hotel.

This research model is designed in a structured manner to explain the relationship between the variables studied in order to achieve the research objectives.

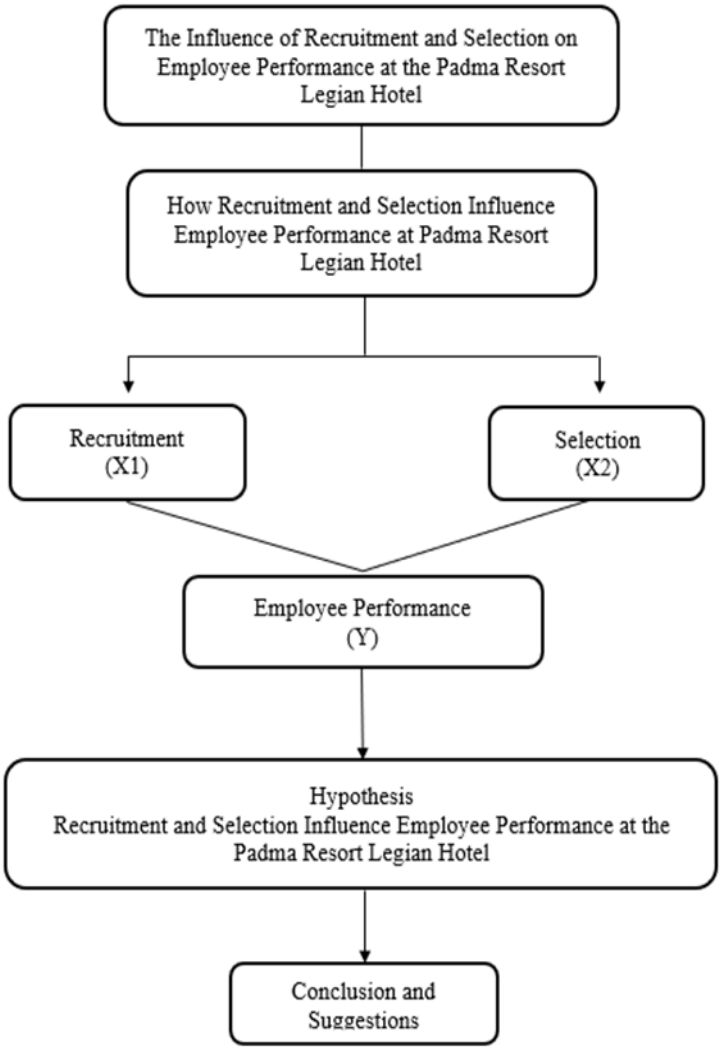


Figure 1. Research Model

METHODOLOGY

This study investigates the impact of the recruitment and selection process on employee performance at Padma Resort Legian Hotel, a five-star hotel located at Jalan Padma No. 1, Legian, Kuta, Bali. The study was conducted over three months, from February to April 2025, to collect comprehensive data. Multiple linear regression techniques were used to explore the relationships between variables in detail. Population consisted of all supervisory and staff level employees at the Padma Resort Legian Hotel, with a total of 590 people. The sample size was determined using the Slovin formula, resulting in a sample size of 86 people.

RESEARCH RESULT

Research Instruments

Table 1. Validity Test

Variable	Item	r_{hitung}	Description
Recruitment Process (X1)	X1.1	0,771	Valid
	X1.2	0,769	Valid
	X1.3	0,764	Valid
	X1.4	0,829	Valid
	X1.5	0,742	Valid
Selection (X2)	X2.1	0,653	Valid
	X2.2	0,688	Valid
	X2.3	0,656	Valid
	X2.4	0,604	Valid
	X2.5	0,359	Valid
	X2.6	0,534	Valid
	X2.7	0,599	Valid
	X2.8	0,630	Valid
	X2.9	0,643	Valid
	X2.10	0,741	Valid
	X2.11	0,642	Valid
	X2.12	0,777	Valid
Employee Performance (Y)	Y1	0,658	Valid
	Y2	0,682	Valid
	Y3	0,630	Valid
	Y4	0,570	Valid
	Y5	0,717	Valid
	Y6	0,595	Valid
	Y7	0,559	Valid
	Y8	0,656	Valid
	Y9	0,515	Valid
	Y10	0,671	Valid
	Y11	0,563	Valid

The smallest coefficient value found on the variable indicator was 0.359, while the highest value reached 0.829. All of the 28 statement items as indicators of the independent and dependent variables in this study were declared valid because they met the criteria of a coefficient value above 0.3120 according to Arikunto (2010: 384).

Table 2. Reliability Test

Statement Item	Total Item Statement	*Cronbach's Alpha*	Description
Recruitment Process (X1)	5	0,830	Reliabel
Selection (X2)	12	0,858	Reliabel
Employee Performance (Y)	11	0,840	Reliabel

All statement items in the recruitment, selection, and employee performance processes met the data reliability assumptions with values greater than 0.60.

Descriptive Analysis Results

The purpose of the descriptive analysis is to clarify how the recruitment and selection process affects employee performance. The analysis utilizes data on respondent characteristics along with the variables relevant to this study. Questionnaires were administered to 86 participants, all of whom provided complete responses to every question.

Classical Assumption Test

Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		86
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	4.13540290
Most Extreme Differences	Absolute	.061
	Positive	.042
	Negative	-.061
Test Statistic		.061
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

In the column for the Asymp. Sig (2-tailed) significance value, a result of 0.200, which exceeds the threshold of 0.05, suggests that the data follows a normal distribution according to the Kolmogorov-Smirnov normality test.

Table 4. Heteroscedasticity Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.516	1.119		4.036	.000
	Recruitment Proce	-.143	.107	-.212	-1.333	.186
	Selection	.010	.054	.031	.192	.848

a. Dependent Variable: ABS_RES

The value (Sig.) for the Recruitment Process is 0.186 and for Selection 0.848, both above 0.05, so it can be concluded that the data meets the requirements for the heteroscedasticity test and this study does not experience heteroscedasticity problems.

Table 5. Multicollinearity Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	7.085	1.784		3.972	.000		
	Recruitment Process	.965	.171	.543	5.650	.000	.457	2.187
	Selection	.285	.086	.318	3.306	.001	.457	2.187

a. Dependent Variable: Employee Performance

Regarding the variables related to the recruitment and selection process, the Variance Inflation Factor (VIF) is 2.187, and the tolerance value is 0.457. Since the VIF is less than 10 and the tolerance is greater than 0.1, it can be inferred that there is no multicollinearity present among the independent variables

Multiple Linear Analysis

Table 6. Multiple Linear Analysis

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	7.085	1.784		3.972	.000
	Recruitment Process	.965	.171	.543	5.650	.000
	Selection	.285	.086	.318	3.306	.001

a. Dependent Variable: Employee Performance

Judging from the analysis above, the multiple linear analysis equation is obtained as follows:

$$Y = 7.085 + 0.965\ X1 + 0.285\ X2$$

Based on the calculation using the formula Y = a + b1 + b2, the multiple linear line equation provides the following information:

Recruitment Process (X1) = 0.965

Based on the regression analysis, the coefficient value of the recruitment process on employee performance is 0.965. This means that if the recruitment process increases by one unit, while other variables remain constant, employee performance will increase by 0.965. The positive influence of the recruitment process indicates a direct relationship between the recruitment process and employee performance.

Selection (X2) = 0.285

Meanwhile, the regression analysis of selection on employee performance yielded a coefficient value of 0.285. This means that if the selection process increases by one unit, while other variables remain constant, employee performance will increase by 0.285. The positive influence of selection indicates a direct relationship between selection and employee performance.

t-Test

Table 7. t-Test

Variable	t-count	t-table	Sig	Description
Recruitment Process (X1)	5,650	1,989	0,000	Significant
Selection (X2)	3,306	1,989	0,001	Significant
Alpha (α) 0,05				

Based o n the table above, the t-test can be formulated as follows:

a. T-test of the Recruitment Process (X1) variable on Employee Performance (Y)
   a) Test Hypothesis
      H01: The recruitment process does not significantly influence employee performance.
      Ha1: The recruitment process significantly influences employee performance.

b) Determining the calculated t-value
Based on Table 4.14, the calculated t-value for the recruitment process (X1) is 5.650, with a significance level less than α (0.000 < 0.05).
c) Determining the t-table value
The level of significance used in this test is 0.05, or α (confidence level) = 5%, with degrees of freedom (df) = n – k. The value of n = 86 and k = 2, then df = 86 – 2 = 84. The value of ttable = t(α, df), so the desired value is t(0.05;84). Based on the t-distribution table in Appendix 2, the t-table value = 1.989.
d) Comparing the calculated tvalue with the ttable value
If t-count > t-table or the significance value <α, then H0 is rejected and Ha is accepted.
If t-count ≤ t-table or the significance value >α, then H0 is accepted and Ha is rejected.

b. T-Test of Selection Variable (X2) on Employee Performance (Y)
a) Hypothesis Testing
H01: Selection has no significant effect on employee performance.
H1: Selection has a significant effect on employee performance.
b) Determining the calculated t-value
Based on Table 4.14, the calculated t-value for selection (X2) is 3.306, with a significance level less than α (0.001 < 0.05).
c) Determining the t-table value
The significance level used in this test is 0.05, or α (confidence level) = 5%, with degrees of freedom df = n – k. Since n = 86 and k = 2, df = 86 – 2 = 84. The t-table value = t (α, df), so the desired value is t (0.05;84). Based on the t-distribution table in Appendix 2, the t-table value is 1.989.
d) Comparing the calculated t-table value with the t-table value
If the calculated t-table value is greater than the t-table value or the significance value is less than α, then H0 is rejected and Ha is accepted.
If the calculated t-table value is less than the t-table value or the significance value is greater than α, then H0 is accepted and Ha is rejected.

F-Test

Table 8. F-Test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2695.216	2	1347.608	76.946	.000[b]
	Residual	1453.632	83	17.514		
	Total	4148.849	85			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Selection, Recruitment Process

The hypothesis tested in this study is that the simultaneous recruitment and selection process does not have a significant effect on employee performance (H0), while the alternative hypothesis states that there is a significant effect (Ha).

The test was conducted with a significance level of 0.05 and degrees of freedom df1 = 1 and df2 = 84, based on a sample size of 86 and two independent variables. The F-table value used was 3.95, in accordance with the F-distribution table in Appendix 3 (Arikunto, 2010). From the calculations shown in Table 4.15, the F-calculated value was obtained as 76.946. Because the F-calculated value received far exceeds the F-table, the null hypothesis is rejected and the alternative hypothesis, which indicates that the simultaneous recruitment and selection process has a significant effect on employee performance.

Coefficient Determination

Table 9. Coefficient Determination

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806[a]	.650	.641	4.18493

a. Predictors: (Constant), Selection, Recruitment Process

b. Dependent Variable: Employee Performance

The R square value of 65% indicates that the independent variable explains the dependent variable strongly, according to Ghozali's theory (2013) which states that a determination coefficient between 60% - 79.9% is strong, while 35% is explained by variables that are not being studied.

Correlation Coefficient and Beta Coefficient Analysis

Table 10. Correlation Coefficient and Beta Coefficient Analysis

Variable	Correlations	Standardized Coefficient Beta	R square (r^2)
Recruitment Process (X1)	0,777	0,543	0,650
Selection (X2)	0,718	0,318	

The combined contribution of the two independent variables reached 65.02%, while the other 34.98% was influenced by factors outside the scope of the study.

DISCUSSION

Discussion of the Recruitment Process Variable (X1)

The overall average score for the recruitment process variable was 2.33, falling into the poor category. All dimensions and indicators within this variable showed low ratings. The basic dimensions of recruitment, recruitment sources, and recruitment methods were deemed to have not met expectations.

This finding is consistent with previous research which also shows that recruitment has a significant impact on employee performance. However, improper implementation can negatively impact human resource quality (Aziz et al. 2020; Kuntjoro & Nugroho, 2024; Adeyinka et al. 2023).

Most of the respondents were in the 21–30 years age range (50%), which is included in the productive age category and is usually entering the early stages of their career. This age group tends to be highly motivated and eager to find

work, making them more receptive to the recruitment process as is. Hudiono (2022) stated that younger age groups typically have high learning motivation but also tend to be less critical of procedural aspects. Wardiningsih et al. (2024) added that this age group needs to be supported by a transparent recruitment system to avoid misperceptions about job expectations from the moment they join the company.

The nearly equal proportion of respondents' gender characteristics, namely 51.16% female and 48.84% male, indicates that perceptions of the recruitment process reflect diverse perspectives and are not gender-biased. As stated by oleh Picha et al. (2023) and Zhong et al. (2020), organizations need to build a fair and inclusive recruitment system to create a harmonious work culture.

Discussion of the Selection Variable (X2)

The average value of the selection variable was 2.46, falling into the poor category. The dimensions of selection implementation and procedures recorded low results, although certain indicators, such as the preliminary interview, were rated quite good (2.70). This finding suggests that the selection process is indeed carried out, but it is not optimal and remains largely symbolic. This is supported by the findings of Irawan et al. (2024); Darmawan & Syahrian (2023); Putra & Maulida (2023) emphasized the importance of objective assessment in the selection process.

Most employees had worked for 2–5 years (52.33%) and <2 years (38.37%). Those with 2–5 years of service were considered sufficiently adapted to the hotel work system, thus having relatively accurate memories of their selection experience. . Sofiati (2021), noted that this period of service is a critical phase in career development, and respondents at this stage typically assess the selection process more objectively and critically.

The majority of respondents were female, who, according to oleh Picha et al. (2023), tend to have more empathetic and interpersonal communication skills. An overly procedural and technical selection process can impact candidate comfort, especially if it fails to consider different communication styles between genders.

The predominant age range of respondents, 21–30, also provides an important consideration. Younger individuals are typically more adaptable but require an educational selection system, not just a formality. Wardiningsih et al. (2024) emphasized the importance of a selection process that can also serve as an initial orientation to the work culture.

Discussion of Employee Performance Variables (Y)

The average value of the employee performance variable was 2.43, falling into the poor category. All four dimensions-work quality, quantity, time utilization, and cooperation with others-scored low. The cooperation dimension, particularly statement 9, scored 2.51, falling into the good category. This achievement indicates that the spirit of collaboration among coworkers is still well-maintained.

The high score for cooperation is related to the departmental characteristics of the respondents, with the majority coming from Housekeeping, F&B Service, and F&B Product. These three departments play a role in hotel operational services and rely heavily on teamwork. Silvia Septiani & Kasmita (2023) stated that the workload in operational areas encourages employees to build strong coordination among fellow staff. Octantio & Asnur (2023) also noted that diverse work areas enrich the dynamics of a solid and resilient team in the field.

Respondents, based on tenure characteristics, had mostly worked for 2–5 years. According to Sofiati (2021), this group tends to have a fairly deep understanding of SOPs, but is also at a critical stage in their career development. Individuals in this group are susceptible to burnout and require new challenges to remain productive. The majority of employees, although female, did not show significant differences in teamwork scores. . Zhong et al. (2020) found that empathy and strong interpersonal communication among female employees can strengthen teamwork in the hospitality industry. Gender equality must be maintained to maintain a collaborative work culture.

Discussion of the Effect of the Recruitment Process (X1) on Employee Performance (Y)

The recruitment process at the Padma Resort Legian Hotel has been shown to significantly influence employee performance, as indicated by a t-value of 5.650, exceeding the t-table of 1.989 and a significance level of 0.000. The β coefficient of 0.965 indicates that every one-unit increase in the recruitment process will improve employee performance, assuming other variables remain constant. This finding aligns with research by Aziz et al. (2020), Novatama Bagus Kuntjoro & Rusdi Hidayat Nugroho (2024), and Adeyinka et al. (2023), which emphasizes the importance of a structured recruitment process to improve the quality of human resources.

Discussion of the Effect of Selection (X2) on Employee Performance (Y)

The selection process at the Padma Resort Legian Hotel has been shown to significantly impact employee performance, with a t-value of 3.306 exceeding the t-table of 1.989 and a significance level of 0.001. A β coefficient of 0.285 indicates that every one-unit increase in selection will improve employee performance, assuming other variables remain constant. This finding is supported by research by Riyana Uveka (2020), Rahma (2024), and Murniwati (2022), which confirms that proper selection positively contributes to improving employee work quality and performance.

Discussion of the Effect of the Recruitment Process (X1) and Selection (X2) on Employee Performance (Y)

The simultaneous recruitment and selection process has been shown to significantly impact employee performance at the Padma Resort Legian Hotel. This is evident from the calculated F-value of 76.946, significantly higher than the F-table value of 3.90, and a significance level of 0.000.

The coefficient of determination indicates that this process contributes approximately 65% to performance, while 35% is influenced by other factors such as job satisfaction, motivation, leadership style, and completion. This finding is in line with research by Rahma (2024), Adeyinka et al. (2023), Murniwati (2022), and others that emphasize the importance of the recruitment and selection process for improving employee performance. Various studies have shown that developing competency-focused recruitment and selection processes, including the use of more comprehensive assessment tools, reference checks, and post-hire training, is a critical factor in improving service quality and professionalism in the hospitality industry. Management needs to focus not only on filling positions quickly but also on the quality of the process to achieve optimal and sustainable employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Recruitment and selection have been shown to make a significant contribution to improving employee performance. However, other factors beyond this study also influence the results.

ADVANCED RESEARCH

This study has limitations, namely, it only used two independent variables: the recruitment and selection processes, and therefore did not consider other factors that may influence employee performance. For further research, it is recommended to include other related variables to obtain a more comprehensive understanding of the factors that influence employee performance.

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