

## ANALYSIS OF THE EFFECTIVENESS OF THE RECRUITMENT AND SELECTION PROCESS OF NON-PERMANENT EMPLOYEES IN THE GENERAL DIVISION OF THE REGIONAL SECRETARIAT OF NIAS DISTRICT

By

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### ABSTRACT

This study aims to analyze the effectiveness of the recruitment and selection process of Non-Permanent Employees (PTT) in the General Section of the Nias Regency Regional Secretariat. The study used a qualitative method with a descriptive approach. Data collection techniques included in-depth interviews with research informants, observation, and documentation studies, while data analysis was carried out using the Miles, Huberman, and Saldana (2014) model. The results of the study indicate that the recruitment and selection process of PTT has been carried out well, but has not fully met the principles of transparency and objectivity. The selection stages tend to be less systematic, with unclear criteria and unmeasured evaluation standards, resulting in discrepancies in employee placement. Factors that cause discrepancies include lack of transparency, external influences in decision-making, and minimal supervision and evaluation during the recruitment process. As a result, this discrepancy contributes to the decline in the quality of employee performance in the General Section of the Nias Regency Regional Secretariat. Employees who are recruited without considering competence and qualifications tend to have less than optimal performance, which has an impact on the effectiveness of teamwork and the achievement of organizational goals. The implications of this study indicate the need for increased transparency, more systematic selection criteria, and strengthening supervision and evaluation in the recruitment and selection process. This study contributes to improving human resource management, especially in the recruitment process in local government organizations.

**Keywords:** Recruitment, Selection of Non-Permanent Employees, Transparency, Performance, Government Organization

## ANALISIS KEFEKTIFAN PROSES PENERIMAAN DAN SELEKSI PEGAWAI TIDAK TETAP DI BAGIAN UMUM SEKRETARIAT DAERAH KABUPATEN NIAS

### ABSTRAK

Penelitian ini bertujuan untuk menganalisis efektivitas proses rekrutmen dan seleksi Pegawai Tidak Tetap (PTT) di Bagian Umum Sekretariat Daerah Kabupaten Nias. Penelitian ini menggunakan metode kualitatif dengan pendekatan deskriptif. Teknik pengumpulan data meliputi wawancara mendalam dengan informan penelitian, observasi, dan studi dokumentasi, sedangkan analisis data dilakukan dengan model Miles, Huberman, dan Saldana (2014). Hasil penelitian menunjukkan bahwa proses rekrutmen dan seleksi PTT telah dilaksanakan dengan baik, namun belum sepenuhnya memenuhi prinsip transparansi dan objektivitas. Tahapan

seleksi cenderung kurang sistematis, kriteria tidak jelas, dan standar evaluasi tidak terukur, sehingga mengakibatkan terjadinya kesenjangan penempatan pegawai. Faktor penyebab kesenjangan antara lain kurangnya transparansi, adanya pengaruh eksternal dalam pengambilan keputusan, serta minimnya pengawasan dan evaluasi selama proses rekrutmen. Akibatnya, kesenjangan ini berkontribusi terhadap menurunnya kualitas kinerja pegawai di Bagian Umum Sekretariat Daerah Kabupaten Nias. Pegawai yang direkrut tanpa mempertimbangkan kompetensi dan kualifikasi cenderung memiliki kinerja yang kurang optimal, yang berdampak pada efektivitas kerja tim dan pencapaian tujuan organisasi. Implikasi dari penelitian ini menunjukkan perlunya peningkatan transparansi, kriteria seleksi yang lebih sistematis, serta penguatan supervisi dan evaluasi dalam proses rekrutmen dan seleksi. Penelitian ini berkontribusi pada peningkatan manajemen sumber daya manusia, khususnya dalam proses rekrutmen di instansi pemerintah daerah.

**Kata Kunci:** Rekrutmen, Seleksi Pegawai Tidak Tetap, Transparansi, Kinerja, Organisasi Pemerintah

## INTRODUCTION

The competence and expertise of human resources (HR) play a crucial role in improving the efficiency and success of work organizations. HR with high competence are not only able to carry out their tasks more effectively but also contribute to better innovation and problem solving. Competence that includes knowledge, skills, and attitudes that are in accordance with the needs of the organization ensures that employees can face challenges and changes quickly, maximize productivity, and achieve organizational goals. By having competent employees, organizations can optimize work processes, reduce errors, and improve output quality, which in turn contributes to achieving better performance and higher customer satisfaction (Karim, 2023).

In addition, adequate HR expertise helps in creating a more dynamic and collaborative work environment. Skilled and knowledgeable employees can serve as strategic assets, lead important projects, and provide innovative solutions to problems faced by the organization. In achieving this success, the initial process that is an important basis for every work organization, both in government and private sectors, is the process of recruiting and selecting human resources.

According to (Hidayat & Sugiyono, 2023) "recruitment and selection of employees is a crucial element in human resource management in various organizations, including in the government sector." This process aims to recruit individuals who are not only qualified but also have competencies that match the needs and demands of the organization. Thus, an effective

recruitment and selection process is essential to ensure that every employee accepted is able to support the achievement of organizational goals and improve its overall performance.

Furthermore, according to the Human Resource Management (HRM) theory put forward by Gary Dessler in (Sisca et al., 2020), "an effective recruitment process requires clear standards and objective methods to ensure that selected individuals have the qualifications that match the needs of the organization." Dessler emphasized that without transparent and qualification-based procedures, organizations are at risk of facing problems such as declining employee performance and low job satisfaction.

The General Section of the Nias Regency Regional Secretariat is part of the local government structure, which in its bureaucratic process as a public service is inseparable from problems concerning employee performance competency. In the General Section of the Nias Regency Regional Secretariat, the recruitment and selection process for Non-Permanent Employees (PTT) often faces quite significant obstacles, as revealed by the results of temporary observations by researchers. One of the main problems indicated is the mismatch between recruitment practices and standards that should ideally be applied. In the recruitment process in the General Section of the Nias Regency Regional Secretariat, it is often more influenced by personal closeness and kinship factors than based on objective qualifications and competencies. This phenomenon indicates the practice of nepotism that damages the integrity and transparency of the selection process. As a result of this gap, many PTT are accepted not based on ability and suitability of qualifications and quality of competency, but rather by subjective factors. This has the potential to reduce the quality of employee performance and harm the overall performance of the organization. As an implication, public trust in government institutions can be disrupted, which in turn affects the quality of public services provided.

This study focuses on evaluating the effectiveness of the recruitment and selection process for Non-Permanent Employees (PTT) in the General Section of the Nias Regency Regional Secretariat, especially in terms of objectivity, transparency, and success in recruiting competent employees.

Referring to the background and formulation of the problem above, the objectives of this study are to find out how the recruitment and selection process for Non-Permanent Employees (PTT) in the General Section of the Nias Regency Regional Secretariat has been so far, to

identify the factors that cause the inconsistency of the recruitment and selection of Non-Permanent Employees (PTT) in the General Section of the Nias Regency Regional Secretariat, and to find out the impact of the inconsistency of the recruitment and selection of Non-Permanent Employees (PTT) on the quality of performance in the General Section of the Nias Regency Regional Secretariat.

## LITERATURE REVIEW

### Basic Concept of Effectiveness

Effectiveness is generally defined as the level of achievement of predetermined goals with optimal use of resources (high quality development). In the context of management and organization, effectiveness refers to the extent to which desired results or outputs are achieved by utilizing available resources efficiently. Effectiveness emphasizes the achievement of targeted goals, not just how many activities are carried out (Tohopi et al., 2021). (Dua & Rumerung, 2022) in their research stated that "effectiveness is a measure of the success of an organization or individual in achieving set goals." According to them, effectiveness is not only measured by the amount of work done, but also by how relevant and high-quality the results of the work are (doing the right things).

From the various views above, it can be concluded that effectiveness is a concept related to the extent to which an action or process can achieve a predetermined goal. Effectiveness measures the final result and how well it matches the target to be achieved. In the context of an organization, effectiveness is very important because it is a benchmark for success in achieving the organization's vision and mission. Although efficiency is also important, effective organizations must ensure that their efforts are not only carried out correctly, but also achieve relevant and beneficial results.

According to (Nurhadi, 2023), there are several main indicators that are often used in measuring effectiveness, namely: (1) Achievement of Goals, (2) Stakeholder Satisfaction, (3) Quality of Results, (4) Timeliness (On Time), (5) Use of Resources

## RECRUITMENT CONCEPT

(Rizalina, 2022) conveys in a modern context, "recruitment refers to the process of finding, attracting, and selecting individuals with certain qualifications to fill vacant positions in an organization." This word is also often associated with the search for the right human resources to meet workforce needs, both in companies, government organizations, and educational institutions. Thus, etymologically, recruitment is related to the act of filling vacancies in personnel or members with individuals who are considered capable and meet certain criteria. According to Dessler in (Rinaldi, 2023), "recruitment is the process of finding and attracting capable applicants to fill positions in an organization." The main purpose of recruitment, according to him, is to ensure that the organization has competent and suitable candidates to support the organization's operations and development.

The purpose of recruitment is to ensure that the organization can fill vacant positions with the most suitable and qualified individuals. The following are the main objectives of recruitment according to (Dedi Musliadi, 2021): (1) Finding Quality Candidates, (2) Providing Adequate Choices, (3) Filling Vacant Positions, (4) Supporting Human Resource Planning, (5) Improving Organizational Performance

According to Henry Simamora (1997:246) in (Heriyatno, 2021), to develop an effective recruitment system, managers and human resource professionals must implement several key steps, including:

- a. Analyze in depth (taking into account time constraints, financial resources, and availability of implementing staff) the environmental and organizational factors that influence the positions to be filled and recruitment activities.
- b. Prepare detailed descriptions, specifications, and performance standards.
- c. Identify the types of individuals typically accepted into similar positions in the organization.
- d. Establish criteria for the recruitment process.
- e. Choose a recruitment source that can produce the greatest number of candidates at the lowest cost.
- f. Identifying recruitment channels to open access to these sources, including drafting advertisements and scheduling recruitment programs.
- g. Choosing the most cost-efficient recruitment channels.

- h. Develop a recruitment plan that includes a list of activities and a plan for their implementation.
- i. The following are the stages in a good recruitment process according to the views of (Dzahabiyah et al., 2022; Kemenuh, 2022; Silaen et al., 2022): (1) Identification of Needs and Preparation, (2) Preparation of Job Descriptions and Specifications, (3) Recruitment Sources, (4) Candidate Recruitment and Screening, (5) Candidate Selection, (6) Offers and Onboarding.

## **SELECTION CONCEPT**

Selection is a systematic process used by organizations to assess, select, and determine the most suitable candidates to fill available job positions. This process involves a series of steps aimed at ensuring that selected individuals have the qualifications, skills, and abilities that match the job needs and goals of the organization. According to (Shalahuddin et al., 2022) "selection is an integral part of human resource management that functions to minimize the risk of errors in recruitment and improve the quality of the workforce within the organization." steps that need to be taken in the workforce selection process (Arfin, 2022): preparation of selection criteria, job vacancy announcements, receipt and screening of applications, initial interviews, ability tests and assessments, reference checks, offers and negotiations, acceptance and orientation evaluation, evaluation of the selection process.

There are 5 (five) main indicators in assessing how effective the recruitment and selection process of workers is in an organization or company, namely (Alaina et al., 2023): Candidate Quality, Filling Time, Recruitment Costs, Employee Turnover Rate, Manager Satisfaction.

## **RESEARCH METHODS**

This type of research is qualitative research, which aims to explore and understand social phenomena in a specific context, namely the recruitment and selection process of employees in the government environment. Qualitative research provides space for researchers to dig deeper into non-quantitative aspects such as perceptions, experiences, and views of employees regarding the recruitment and selection process. In this study, the approach used is qualitative

descriptive, where researchers attempt to provide a comprehensive picture of the effectiveness of the recruitment and selection process of Non-Permanent Employees (PTT) in the General Section of the Nias Regency Regional Secretariat. This approach aims to understand and explain the phenomena that occur in more depth without using statistical data.

Data collection techniques refer to the methods or ways used by researchers to collect the necessary information from data sources for research purposes. This technique is important to ensure that the data collected is relevant, accurate, and reliable. According to (Köhler et al., 2022) data collection techniques include various methods used to obtain information from its sources, which allows researchers to understand the phenomenon in depth. The following are the main techniques in qualitative data collection that will be carried out by researchers, namely interviews, observations and documentation.

## **RESEARCH RESULTS AND DISCUSSION**

### **Implementation of the Recruitment and Selection Process for Non-Permanent Employees (PTT) in the General Section of the Nias Regency Regional Secretariat**

Based on the results of interviews conducted with informants, the recruitment and selection process for Non-Permanent Employees (PTT) in the General Section of the Nias Regency Regional Secretariat has been carried out through several fairly systematic stages. However, there are still several aspects that need to be improved so that the process runs more effectively and objectively. However, another informant added that recruitment is often carried out internally, by recommending prospective employees through work networks. On the other hand, assessing that recruitment still tends to be subjective. He said "We see that there is still a tendency for subjectivity in the selection process, especially in the interview stage and yes we cannot deny it."

Field observations show that the recruitment and selection process has been carried out through several stages including administrative selection, interviews, and ability tests. However, there are weaknesses in the delivery of information related to the assessment criteria. This is evidenced by the absence of a notice board or other information media that clearly explains the stages and selection criteria in the Nias Regency Regional Secretariat office environment. New employees who were met at the location also admitted that they did not

receive detailed information regarding the assessment standards applied. In addition, documentation related to the selection results is still not optimally organized. Based on the results of the documentation study, no complete archives were found regarding the list of participants, the results of each stage of assessment, and the minutes of the selection. This irregularity in documentation has the potential to raise doubts regarding the accountability of the selection process. This is reinforced by the informant's statement that "We need to be more orderly in archiving selection documents so that each process can be accounted for."

By integrating competency theory, selection system justice theory, and job suitability theory, the PTT recruitment and selection process in the General Section of the Nias Regency Regional Secretariat can be more effective, objective, and produce quality employees who are in accordance with the needs of the organization. The results of this study are in line with previous studies that are relevant in the context of the effectiveness of the employee recruitment and selection process. One of the studies used as a reference is a study by Anisa Rahayu (2021) entitled "Analysis of the Effectiveness of the Employee Recruitment and Selection Process in the Bandung City Government Environment." The study evaluated the effectiveness of recruitment and selection in the Bandung City Government, especially in terms of transparency and objectivity. Rahayu found that despite efforts to increase transparency, the recruitment process was still influenced by non-technical factors such as personal and political relationships. This is relevant to the findings in this study which indicate the need to implement a more objective and competency-based selection system in the General Section of the Nias Regency Regional Secretariat.

In addition, research by Deni Wijaya (2022) entitled "Evaluation of Employee Recruitment and Selection Process in Private Companies: Case Study at PT. Mandiri Jaya" also provides an important perspective. Wijaya revealed that the implementation of a systematic and competency-based selection system in private companies can improve employee performance. This finding supports the importance of using a competency-based approach in the employee selection process in the General Section of the Nias Regency Regional Secretariat to improve employee quality and organizational effectiveness.

## **Factors Causing Inconsistencies in Recruitment and Selection of Non-Permanent Employees (PTT) in the General Section of the Nias Regency Regional Secretariat**

Based on the research results obtained through in-depth interviews with informants, field observations, and documentation studies, it is known that the recruitment and selection process for Non-Permanent Employees (PTT) in the General Section of the Nias Regency Regional Secretariat as a whole in the last few years has been running well, but not yet fully optimal. This process is still faced with several obstacles that affect the effectiveness of recruitment. Field observations support this finding, where researchers did not find any official announcements regarding PTT recruitment, either through print or digital media. In addition, there are no standard operating procedure (SOP) recruitment documents that can be accessed openly. Documentation studies also show that recruitment is mostly carried out based on urgent needs without careful planning.

From the researcher's analysis, it can be concluded that the implementation of the PTT recruitment and selection process in the General Section of the Nias Regency Regional Secretariat is still ineffective. This is due to the absence of clear written guidelines, a simple selection process, a tendency to recruit based on recommendations, a lack of competency assessment, and minimal socialization of recruitment information. Therefore, improvements are needed in the form of preparing clear SOPs, implementing more objective selection, and disseminating vacancy information openly and transparently.

Analysis of the factors of inconsistency in the recruitment and selection process of Non-Permanent Employees (PTT) in the General Section of the Nias Regency Regional Secretariat can be linked to Competency Theory. According to Spencer in (Waworuntu, 2022), competence includes basic individual characteristics related to effective performance in a particular job or situation. The absence of a comprehensive competency assessment instrument, as expressed by the informant, indicates that the selection process has not been able to identify prospective employees who have competencies in accordance with the needs of the organization. Selection that only relies on short interviews and administrative completeness causes recruitment to not fully consider the technical and behavioral abilities of prospective employees. This can have an impact on decreasing organizational performance because the recruited employees do not have relevant competencies.

## **The Impact of Mismatch in Recruitment and Selection of Non-Permanent Employees (PTT) on Performance Quality in the General Section of the Nias Regency Regional Secretariat**

Based on the research results, it was found that the inconsistency in the recruitment and selection process of Non-Permanent Employees (PTT) in the General Section of the Nias Regency Regional Secretariat had a significant impact on the quality of organizational performance. The impact includes positive and negative aspects that directly affect work effectiveness. Based on the results of field observations and documentation studies, it was found that the performance of PTT in the General Section of the Nias Regency Regional Secretariat tended to be unstable, especially in terms of discipline and understanding of tasks. Attendance documents and work reports showed a significant decrease in productivity in several sections filled by PTT. A real example of the impact of recruitment inconsistency is the presence of employees who are often late for work and do not complete tasks on time. In the weekly report, it was found that several PTT did not understand basic administrative procedures, resulting in delays in archiving important documents. This has an impact on the slow process of administrative services which should be fast and efficient.

Based on various informants' perspectives, the researcher's analysis shows that the mismatch in PTT recruitment and selection has a negative impact on the quality of organizational performance. This can be seen from the existence of less competent employees, lack of discipline, and low work motivation. However, flexibility in recruitment also has a positive impact in filling workforce needs quickly. Therefore, improvements are needed in the recruitment and selection system by preparing clear and comprehensive guidelines, and followed by a structured training program to improve the quality of employee performance.

According to the Competency Theory by Spencer and Spencer quoted in the study (Arfin, 2022), competence is a fundamental characteristic of a person that is directly related to effective work performance. The inconsistency of the selection process with competency standards causes employees to be unable to meet job demands, which ultimately reduces productivity and quality of service at the Nias Regency Regional Secretariat. In addition, this inconsistency is also related to the Selection System Theory put forward by Gilliland in (Agus Dwi Atmoko et

al., 2022). A selection process that is not transparent and unfair, such as the absence of official announcements and prioritizing recommendations from officials, creates negative perceptions among applicants and employees. This has the potential to affect the motivation and work spirit of employees who feel that the recruitment system does not provide equal opportunities for all individuals.

## CONCLUSION

Based on the results of the research that has been conducted, the researcher concluded three main points as answers to the research objectives that have been formulated: The process of implementing the recruitment and selection of Non-Permanent Employees (PTT) in the General Section of the Nias Regency Regional Secretariat is running well but has not been fully in accordance with transparent and objective procedures. The selection stages that are carried out tend to be less systematic, with minimal clear criteria and measurable evaluation standards, so that it has the potential to cause discrepancies in employee placement. Discrepancies in the recruitment and selection process of Non-Permanent Employees (PTT) are caused by several factors, including the lack of transparency in the selection process, the influence of external parties in decision making, and minimal supervision and evaluation of the implementation of recruitment. These factors have an impact on the suboptimal selection of candidates that are in accordance with the needs of the organization. Discrepancies in the recruitment and selection of Non-Permanent Employees (PTT) have a negative impact on the quality of performance in the General Section of the Nias Regency Regional Secretariat. Employees who are recruited without considering the appropriate competencies and qualifications tend to have less than optimal performance, reduce the effectiveness of teamwork, and hinder the achievement of overall organizational goals.

It is recommended that the Nias Regency Regional Secretariat, especially the General Section, develop a recruitment and selection system for Non-Permanent Employees (PTT) that is more transparent, structured, and based on clear criteria and objective and measurable evaluation standards.

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