Recruitment, Selection, and Motivation: Driving Employee Performance AKPAR NHI Bandung

Rika Solihah[1✉], Amalia Juliana Monika Intan[2], Cucu Hodijah[3]

[1,2]Akademi Pariwisata NHI Bandung
[3]Institut Manajemen Wiyata Indonesia

rikasolihahnulhakim@gmail.com

Abstract

This study aimed to examine the influence of recruitment, selection, and motivation on employee performance at AKPAR NHI Bandung, a college of hospitality and tourism in Bandung, Indonesia. A sample of 62 respondents, consisting of 20 academic staff and 42 administrative staff, was selected to participate in the study. Data were collected using questionnaires distributed to the respondents. The findings revealed that both recruitment and selection had a significant positive impact on employee performance. Effective recruitment practices, such as attracting and selecting qualified candidates, were found to be crucial in driving employee performance. Similarly, aligning candidates' qualifications with job requirements through a well-designed selection process positively influenced employee performance. However, no significant relationship was found between motivation and employee performance. These results underscore the importance of implementing effective recruitment and selection strategies to enhance employee performance. Organizations should focus on attracting and selecting highly qualified individuals while ensuring a good fit between candidates and job requirements. Efforts should also be made to foster employee motivation through recognition, career development, and a supportive work environment. The study contributes to the understanding of human resource management practices and their impact on employee performance in the hospitality and tourism industry. The findings highlight the need for strategic human resource management approaches that optimize recruitment and selection processes and address employee motivation.

Keywords: Employee Performance, Recruitment, Selection, Motivation, AKPAR NHI Bandung

1. Introduction

AKPAR NHI Bandung, or NHI Bandung College of Hospitality and Tourism, is an educational institution located in Bandung, Indonesia. The college focuses on providing quality education and training in the field of hospitality and tourism management. NHI Bandung offers various programs and courses related to the hospitality and tourism industry. These programs aim to equip students with the necessary knowledge, skills, and competencies to succeed in this dynamic and rapidly growing sector. The college offers undergraduate programs, diploma programs, and vocational training courses. The curriculum at AKPAR NHI Bandung emphasizes a combination of theoretical knowledge and practical skills. Students have the opportunity to learn from experienced faculty members who have expertise in the hospitality and tourism industry. The college also provides students with hands-on training through internships and industry partnerships, allowing them to gain real-world experience and develop professional networks. AKPAR NHI Bandung is committed to producing highly skilled and competent graduates who are ready to meet the demands of the industry. The college strives to create a conducive learning environment that promotes creativity, critical thinking, and problem-solving skills among its students. Additionally, NHI Bandung College of Hospitality and Tourism aims to foster a strong sense of professionalism, ethics, and customer service orientation among its students. It recognizes the importance of providing exceptional service in the hospitality and tourism industry, and thus, instills these values in its students.

The AKPAR NHI Bandung Human Resource Management Gap is a phenomenon that emerges from the challenges faced in managing human resources within AKPAR NHI Bandung, a college of hospitality and tourism in Bandung, Indonesia. It is characterized by gaps in recruitment, selection, and employee motivation, which have a direct impact on the overall performance of the institution. In terms of recruitment, the college faces difficulties in effectively attracting and selecting candidates who possess the necessary qualifications and skills for their respective positions [1]. This can result in employees being placed in roles that do not align with their educational backgrounds or areas of expertise, ultimately affecting employee performance and hindering the achievement of organizational goals. The selection process also exhibits shortcomings, as it is not consistently carried out in an optimal manner [2]. Some employees are found to be working in positions that do not match

their minimum qualifications or certifications, leading to a mismatch between their skills and job responsibilities. This mismatch can adversely impact their performance, the quality of service provided, and the timeliness of goal achievement. Additionally, the phenomenon involves low levels of employee motivation and commitment. The study reveals a discrepancy between the desired and actual attendance rates of employees, indicating a lack of punctuality and potentially low motivation or commitment to the institution. This absenteeism adversely affects organizational productivity and the ability to deliver services effectively. The AKPAR NHI Bandung Human Resource Management Gap highlights the need for improvements in recruitment, selection, and motivation practices within the institution. Enhancing the recruitment process to ensure a better fit between employees and their roles, implementing strategies to enhance employee motivation and engagement, and addressing absenteeism are crucial steps toward bridging the gap and improving overall organizational performance. Addressing these challenges can lead to a more skilled and motivated workforce, ultimately enabling AKPAR NHI Bandung to better meet the demands of the hospitality and tourism industry and achieve its vision and mission as an educational.

Employee performance is a crucial factor in the success of any organization. It refers to the level of productivity, effectiveness, and overall contribution of employees in their respective roles [3]. To achieve high employee performance, organizations must focus on several key aspects. First, clear goals and expectations need to be set for employees, ensuring that they understand their responsibilities and what is expected of them. This clarity helps employees stay focused and motivated towards achieving their targets. Second, providing employees with the necessary skills and competencies through training and development programs is essential [1]. Continuous learning opportunities enable employees to enhance their knowledge and capabilities, leading to improved performance [4], [5]. Regular feedback and performance appraisals play a significant role in guiding employees and helping them understand their strengths and areas for improvement. Constructive feedback allows employees to align their actions with organizational objectives and make necessary adjustments to enhance their performance. Motivation and engagement are vital factors that influence employee performance. Organizations can foster motivation by recognizing and rewarding employees for their achievements, providing growth opportunities, promoting a positive work environment, and ensuring that employees find meaning and purpose in their work. Effective leadership and management practices are critical in driving employee performance [6], [7]. Supportive managers who provide guidance, resources, and a conducive work environment inspire employees

to perform at their best. Collaboration and teamwork also contribute to improved performance, as employees work together, share knowledge, and support one another to achieve collective success. Organizations should also prioritize work-life balance, as employees' well-being and personal lives impact their performance. By promoting work-life balance initiatives and recognizing the importance of employee well-being, organizations can create an environment where employees can thrive. Lastly, recognizing and rewarding exceptional performance is crucial. It boosts motivation, encourages continuous improvement, and reinforces a culture of high performance. By focusing on these aspects and investing in effective performance management practices, organizations can cultivate a high-performing workforce that drives success and achieves desired outcomes.

Recruitment is the process of attracting and selecting qualified individuals to fill job vacancies within an organization [8]. It is a crucial function of human resource management as it determines the quality of talent entering the organization. Effective recruitment strategies are essential for attracting candidates who possess the skills, qualifications, and attributes required to contribute to the success of the organization. The recruitment process typically involves several stages, including job analysis, sourcing candidates, screening and shortlisting applicants, conducting interviews, and making the final selection decision [9]. Organizations can utilize various recruitment methods such as internal promotions, employee referrals, job advertisements, online job portals, and recruitment agencies. Additionally, employer branding plays a significant role in attracting top talent. By promoting a positive organizational culture, competitive benefits, and opportunities for growth and development, organizations can enhance their reputation and appeal to potential candidates. A well-planned and executed recruitment process helps organizations build a diverse and talented workforce, ensuring they have the right people in the right positions [10]. It is crucial for organizations to continuously evaluate and improve their recruitment strategies to adapt to changing market dynamics and attract the best candidates in a competitive talent landscape.

Selection is a critical process in the field of human resource management that involves assessing and choosing the most suitable candidates from a pool of applicants who have gone through the recruitment phase [10]. The objective of the selection process is to identify individuals who possess the necessary skills, qualifications, experience, and attributes to successfully perform the job duties and contribute to the organization's goals [11]. The selection process typically includes a series of steps, such as reviewing applications and resumes, conducting interviews, administering assessments or tests, checking references, and making the final hiring decision. These

steps help evaluate the candidates' suitability for the job and determine their potential fit within the organizational culture. The selection process should be fair, transparent, and based on objective criteria to ensure equal opportunities for all candidates. It is essential to align the selection criteria with the job requirements and organizational goals to make informed hiring decisions. Effective selection processes contribute to building a competent and high-performing workforce, reducing employee turnover, and improving overall organizational productivity and success [12]. Continuous evaluation and improvement of the selection process based on feedback and performance outcomes can enhance the organization's ability to identify and select top talent who will thrive in their roles and contribute positively to the organization's growth [13].

Motivation plays a crucial role in the workplace, influencing the level of success, performance, and engagement of employees within an organization [14]. Motivation encompasses both internal and external factors that drive individuals to achieve goals and perform at their best in their jobs. When employees feel motivated, they tend to be more enthusiastic, dedicated, and focused on achieving positive outcomes [15]. There are several factors that influence employee motivation. Firstly, recognition and appreciation are key motivators. When employees are acknowledged and rewarded for their hard work and accomplishments, they feel valued and motivated to continue delivering their best. Secondly, opportunities for development and career advancement are significant motivators. Employees who see potential for enhancing their skills and abilities, as well as opportunities for promotion or increased responsibilities, are motivated to further develop themselves and achieve success in their careers [16]. Moreover, a positive and supportive work environment also plays a role in employee motivation. When employees feel supported, have good relationships with coworkers and superiors, and feel comfortable in their work environment, they tend to be motivated to perform better [17]. Furthermore, clear goals aligned with the organization's vision and mission can serve as motivational factors. When employees understand the importance of their roles in achieving organizational goals, they feel motivated to make meaningful contributions. Lastly, transparency and effective communication also impact employee motivation. Employees who receive clear and open information about goals, changes, and company policies, and have good channels of communication with their superiors, feel motivated as they feel included and have a better understanding of their work [11]. In developing employee motivation, management needs to pay attention to and respond to individual needs and desires. A flexible approach, providing appropriate challenges, encouraging participation and involvement, and providing constructive feedback can help enhance employee motivation [18].

The purpose of this study is to investigate the influence of recruitment, selection, and motivation on employee performance at AKPAR NHI Bandung. The study aims to examine the effectiveness of the college's recruitment strategies in attracting and selecting qualified candidates for various positions. Additionally, the study seeks to explore the impact of the selection process on employee performance, taking into account the alignment between employees' skills and job requirements. Furthermore, the study aims to assess the level of employee motivation within AKPAR NHI Bandung and its relationship to employee performance. By examining motivational factors such as recognition, career development opportunities, work environment, and goal clarity, the study intends to understand how these factors contribute to employee engagement, productivity, and overall performance. The study's purpose also includes identifying any gaps or areas for improvement in the recruitment, selection, and motivation practices at AKPAR NHI Bandung. By analyzing the current practices, the study aims to provide recommendations and strategies to enhance these processes, ultimately driving employee performance and contributing to the achievement of the college's vision and mission.

2. Research Method

The study will utilize a quantitative research design to investigate the factors influencing the relationships between recruitment, selection, motivation, and employee performance at AKPAR NHI Bandung. Total of 62 respondents were selected as the study's sample, consisting of 20 academic staff members and 42 administrative staff members. The researcher included the entire population as subjects of the study. Therefore, the sample size for this research is 62 respondents, and data collection was conducted by distributing questionnaires to the respondents. Using SPSS, the collected data will be analyzed to provide meaningful insights. Descriptive statistics will summarize the sample characteristics and variable distributions. Inferential statistics, such as correlation analysis and regression analysis, will be conducted to examine the relationships between recruitment, selection, motivation, and employee performance. Ethical considerations will be upheld throughout the study, ensuring participant confidentiality and informed consent. Limitations, such as the cross-sectional nature of the data and the focus on AKPAR NHI Bandung, will be acknowledged. The findings are expected to reveal positive relationships between effective recruitment strategies, alignment between selection criteria and job requirements, employee motivation, and employee performance. The study's outcomes will contribute to the understanding of how recruitment, selection, and motivation practices impact

employee performance in the context of AKPAR NHI Bandung. By identifying significant relationships, the study will provide valuable insights for improving human resource management practices in the hospitality and tourism industry. The use of SPSS for quantitative analysis will enable a rigorous examination of the data, leading to robust conclusions and recommendations.

3. Result and Discussion

Multiple regression analysis is used to predict the value of the dependent variable on the independent variable, as shown in Table 1

Table 1. Hypothesis Testing Result

Variable	Beta	T Value	Significant
Constant	11.169	3.883	.000
Recruitment	.428	3.521	.001
Selection	.378	2.090	.040
Motivation	.007	.099	.922
F Square		43.415	.000
R Square		.617	

The results obtained from the partial tests, as shown in Table 1, reveal significant findings regarding the relationship between the independent variable of recruitment and the dependent variable under investigation. The significance level (α) used for the analysis was set at 0.05. In each independent variable, the probability values (Sig) are lower than this threshold, indicating a statistically significant relationship. Specifically, the results for the recruitment variable demonstrate a significant relationship with the dependent variable. The obtained p-value of 0.001 is much lower than the significance level, providing strong evidence to reject the null hypothesis. Additionally, the calculated t-value of 3.521 exceeds the critical t-value of 1.665, further confirming the statistical significance of the relationship. The significance of the recruitment variable suggests that the recruitment process has a considerable impact on the dependent variable, which could be employee performance in this study. The low p-value indicates that the likelihood of observing these results by chance alone is extremely unlikely. Furthermore, the higher t-value suggests a substantial effect size, highlighting the practical significance of the relationship. These findings emphasize the importance of a well-executed recruitment process in driving employee performance. Effective recruitment strategies that attract and select candidates with the right qualifications, skills, and motivation are crucial [7]. By aligning recruitment practices with organizational goals and ensuring a good fit between candidates and job requirements, organizations can enhance the likelihood of hiring employees who will excel in their roles [19]. It is important to interpret these results within the context of the study's limitations. The findings are based on a specific sample size and population, which

may restrict generalizability to other contexts. Future research should replicate the study in different settings and consider other factors that may influence the relationship between recruitment and employee performance.

The results from the partial tests, as presented in Table 1, indicate significant findings regarding the relationship between the independent variable of selection and the dependent variable. The significance level (α) used for the analysis was set at 0.05. In each independent variable, the significance probability values (Sig) are lower than this threshold, indicating a statistically significant relationship. Specifically, the results for the selection variable demonstrate a significant association with the dependent variable. The obtained p-value of 0.040 is less than the significance level, providing evidence to reject the null hypothesis. Additionally, the calculated t-value of 2.090 exceeds the critical t-value of 1.665, further confirming the statistical significance of the relationship. The significance of the selection variable suggests that the selection process has a meaningful impact on the dependent variable, which could be employee performance in this study. The low p-value indicates that the likelihood of observing these results by chance alone is unlikely. Furthermore, the higher t-value suggests a moderate effect size, implying practical significance in terms of the relationship. These findings emphasize the importance of a well-designed and effective selection process in driving employee performance. The selection process should ensure that candidates possess the necessary qualifications, skills, and attributes required for successful job performance [20]. By utilizing appropriate selection criteria and methods, organizations can increase the likelihood of hiring employees who will excel in their roles [13]. It is essential to consider the limitations of the study when interpreting these results. The findings are based on a specific sample size and population, which may limit the generalizability of the results to other contexts. Future research should replicate the study using larger and more diverse samples to strengthen the external validity of the findings.

The results obtained from the partial tests, as indicated in Table 1, provide insights into the relationship between the independent variable of motivation and the dependent variable. The significance level (α) used for the analysis was set at 0.05. In each independent variable, the significance probability values (Sig) are smaller than this threshold, indicating a statistically significant relationship. However, in the case of the motivation variable, the obtained p-value of 0.922 is greater than the significance level of 0.05. This suggests that there is no significant relationship between motivation and the dependent variable in this study. Additionally, the calculated t-value of 0.99 is smaller than the critical t-value of 1.665, further supporting the absence of a significant relationship.

These findings imply that, within the context of the study, motivation does not have a statistically significant impact on the dependent variable, which could be employee performance. It suggests that other factors or variables may play a more dominant role in influencing employee performance, independent of their level of motivation. It is important to note that these results are based on the specific sample and context of the study. It is possible that other studies conducted in different contexts or with larger sample sizes might yield different findings regarding the relationship between motivation and employee performance. Despite the lack of statistical significance, motivation remains an important factor in driving employee performance. While this study did not find a significant relationship, it is crucial for organizations to prioritize employee motivation as it can still have a positive impact on performance, job satisfaction, and overall organizational success. Organizations should continue to explore and implement strategies to foster a motivating work environment, provide growth opportunities, recognize employee achievements, and encourage open communication to enhance employee motivation [21].

in Table 1, the calculated F-value of 43.415 is greater than the critical F-value of 2.72, indicating a significant result. Therefore, the null hypothesis (Ho) is rejected, suggesting that there is a linear relationship between recruitment, selection, motivation, and employee performance. The statistical calculations further support the rejection of the null hypothesis. The calculated F-value of 43.415 exceeds the critical F-value, and the significance level of 0.000 is lower than the predetermined alpha level of 0.05. This indicates that the alternative hypothesis (Ha) is accepted, indicating that recruitment, selection, and motivation collectively have a positive and significant influence on employee performance. These findings imply that the combined effects of recruitment, selection, and motivation significantly contribute to employee performance. It suggests that organizations need to focus on effectively recruiting and selecting qualified candidates who are motivated and aligned with the job requirements. Furthermore, nurturing employee motivation through various strategies such as recognition, career development, and a supportive work environment is crucial for enhancing overall performance [21], [17]. The significance of this study lies in highlighting the importance of considering recruitment, selection, and motivation as integrated factors for driving employee performance. Organizations should aim to develop comprehensive human resource management practices that encompass these areas. By doing so, they can optimize employee performance, improve job satisfaction, and ultimately achieve organizational goals and success. It is essential to note that these findings are specific to the studied population and context. Replication of the study in different settings and industries would contribute to a broader understanding of the relationship between recruitment, selection, motivation, and employee performance.

The calculated coefficient of determination (adjusted R^2) of 0.617 indicates that approximately 61.7% of the variation in the dependent variable (employee performance) can be explained by the combined contributions of the independent variables (recruitment, selection, and motivation). The remaining 38.3% represents the contribution of other variables not included in the current research model. This value of 0.617 suggests a moderate to strong level of explanation, indicating that the model consisting of recruitment, selection, and motivation variables accounts for a significant portion of the variance in employee performance. It implies that these three variables collectively have a substantial impact on employee performance, explaining more than half of the observed variations. The adjusted R^2 value being within the "appropriate" category suggests that the model is a reasonably good fit for explaining the relationship between the independent variables and employee performance. However, it is important to acknowledge that there are other factors beyond the scope of this study that may also influence employee performance, contributing to the remaining 38.3% of unexplained variance. These findings underscore the importance of recruitment, selection, and motivation in predicting and understanding employee performance. Organizations should prioritize these factors when designing human resource management strategies to enhance employee performance and overall organizational effectiveness. However, it is crucial to recognize the limitations of the study. The specific context and sample size used may limit the generalizability of the results. Additionally, the unexplained variance highlights the potential influence of other variables that were not included in the model. Future research could explore and incorporate additional factors to further improve the explanatory power of the model.

4. Conclusion

In conclusion, the study examined the impact of recruitment, selection, and motivation on employee performance at AKPAR NHI Bandung. The findings revealed significant relationships between these variables and employee performance. The recruitment process was found to have a significant positive effect on employee performance, emphasizing the importance of attracting and selecting qualified candidates. Similarly, the selection process demonstrated a significant positive relationship with employee performance, highlighting the need for aligning candidates' qualifications with job requirements. However, the study did not find a significant

relationship between motivation and employee performance. The results underscore the significance of effective recruitment and selection practices in driving employee performance [5], [22]. Organizations should focus on implementing strategies to attract and select highly qualified individuals who possess the necessary skills and competencies [2]. Additionally, efforts should be made to enhance employee motivation through recognition, career development, and creating a supportive work environment [14]. The study's findings contribute to the understanding of human resource management practices and their impact on employee performance. By implementing robust recruitment and selection processes and fostering employee motivation, organizations can cultivate a high-performing workforce that is better equipped to meet organizational goals and objectives. It is important to consider the limitations of the study, such as the specific context and sample size used. Future research could explore additional variables and expand the study to different industries or organizations to provide a more comprehensive understanding of the relationships examined. Overall, the study emphasizes the importance of effective recruitment, selection, and motivation practices in driving employee performance. Organizations that prioritize these factors are likely to experience improved productivity, higher employee satisfaction, and ultimately, greater success in achieving their goals.

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