

The Influence of Recruitment, Selection, and Training on Employee Performance through Competency at PT Group Mitra Indonesia

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Abstract: This study aims to determine and analyze the influence of recruitment, selection, and training on employee performance through competency at PT Group Mitra Indonesia. The study was designed using a quantitative approach. The population consisted of 400 permanent employees, and using the Slovin formula with a 5% margin of error, a sample of 200 respondents was obtained through purposive sampling. Data were processed with SmartPLS 4.0 using Structural Equation Modeling – Partial Least Squares (SEM-PLS). The findings show that selection and training each have a significant positive effect on competency, whereas recruitment has no significant effect on competency. Recruitment and training each have a significant positive effect on employee performance, whereas selection has no significant effect on employee performance. Competency has a significant positive effect on employee performance. Overall, the results indicate that training is the most dominant driver of both competency and employee performance at PT Group Mitra Indonesia, while competency plays a modest mediating role in translating recruitment, selection, and training into improved employee performance.

Introduction

Human resources play a decisive role in the success of a company or organization, since it is human resources that plan, execute, and ultimately determine whether organizational goals are achieved. Employees are an organization's primary asset, and high-quality employees need to perform well for the company's goals to be realized. Employee performance is therefore a central management concern, and it is closely tied to the quality of the recruitment, selection, and training processes carried out by the company.

PT Group Mitra Indonesia (GMI), a company engaged in professional business consulting and outsourcing services, faces the challenge of ensuring that its employees possess competencies that match job demands. Recruitment is the first stage of human resource management, aimed at attracting a number of applicants who are interested in and apply to a company according to the qualifications the company desires (Kasmir, 2018); more broadly, recruitment is the activity of obtaining new manpower to fill vacant positions within a company's units (Nurmansyah, 2011). Selection, in turn, is intended to ensure a fit between candidates' abilities and the company's needs, to avoid unfair practices, and to give a sense of fairness to all parties; Kasmir (2018) defines selection as the process of choosing prospective employees who match the requirements or standards that have been established. If selection

is not carried out properly, prior recruitment efforts risk being wasted and can be costly if the employee ultimately does not meet expectations.

To obtain a clearer picture of recruitment effectiveness at PT GMI, the company's Human Resources Department recorded recruitment evaluation results for the 2022–2024 period across three indicators: the basis of employee recruitment (fit with job analysis and strategic needs), the source of employee recruitment (effectiveness of sources, cost, and candidate quality), and the method of employee recruitment (selection process, speed, and candidate experience). Over this period, the basis-of-recruitment indicator declined from 40% to 35%, the source-of-recruitment indicator remained relatively stable at around 40–41%, while the method-of-recruitment indicator rose from 19% to 24%. This pattern suggests that PT GMI has become more efficient in how and from where it recruits, but the evaluation results indicate the company is still less effective in ensuring that new hires truly match the organization's long-term strategic needs – a condition that risks a mismatch between new employees and job demands, higher recruitment costs, and the loss of high-quality candidates to a slow or unattractive process.

A review of prior studies shows broad, though not entirely consistent, support for the relationships examined in this study. Recruitment has been found to strengthen competency (Hutamto, 2022; Sitepu & Saragih, 2021; Panji et al., 2021) and to improve employee performance (Lina, 2020; Sundari et al., 2024; Vemil et al., 2023). Selection has likewise been linked to competency (Hutamto, 2022; Mahyaputra & Fadlina, 2024; Meha et al., 2024) and to employee performance (Satriyani & Atmaja, 2021; Silaen et al., 2022; Widya, 2021). Training has been shown to enhance competency (Hamid et al., 2024; Purnama, 2025; Candra & Putra, 2024) and employee performance (Fahrozi et al., 2022; Silaban & Siregar, 2023; Mulyeni et al., 2023), and competency itself has been confirmed as a significant predictor of employee performance (Nurimansjah, 2023; Wahyuni & Budiono, 2022; Elkhori & Budianto, 2024). At the same time, few prior studies have simultaneously integrated recruitment, selection, and training into a single comprehensive model with competency as an intervening variable, particularly within the specific context of a professional business-consulting and outsourcing company. Building on this background, the present study was undertaken to examine and analyze the influence of recruitment, selection, and training on employee performance through competency at PT Group Mitra Indonesia.

Recruitment

Recruitment is defined as the activity of attracting a number of applicants so that they are interested in and apply to a company according to the qualifications desired (Kasmir, 2018), and more broadly as the process of obtaining new manpower to fill vacant positions within a company's units (Nurmansyah, 2011). Effective recruitment is not merely about filling a vacant position; it is a strategic effort to attract prospective employees who have the qualifications, competencies, and potential that match organizational needs. In this study, recruitment is measured through three indicators: the basis of employee recruitment, the source of employee recruitment, and the method of employee recruitment (Dzahabiyah et al., 2022).

Selection

Selection is a series of steps taken to determine whether a prospective employee is suitable to be accepted into the company, involving an evaluation of the job requirements of applicants against the needs represented by the organization (Permatasari, 2021); Kasmir (2018) similarly defines selection as the process of choosing prospective employees who

match the requirements or standards that have been established. An effective selection process should be able to identify individuals who not only have relevant work experience but also the skills and personality that fit the role, minimizing placement errors and turnover. In this study, selection is measured through three indicators: work experience, written tests, and interview tests (Islami et al., 2023).

Training

Training is a short educational process that uses systematic and organized procedures through which non-managerial employees acquire technical knowledge and skills for a specific purpose (Suryantiko & Lumintang, 2018). Well-designed, relevant training bridges the gap between employees' current abilities and the ideal competencies required to achieve organizational goals, keeping the workforce up to date with industry and technological developments. In this study, training is measured through four indicators: instructor, participants, materials, and objectives (Ananto et al., 2023).

Competency

Competency functions as the intervening variable in this study, mediating the relationship between the independent and dependent variables (Sugiyono, 2017). Competency is defined as work ability encompassing knowledge, skill, and work attitude in accordance with the standards established for each individual (Eksan, 2020); it is not determined solely by physical capacity, but also by education, level of knowledge, maturity, and attitude. In this study, competency is measured through five indicators: knowledge, understanding, skill, attitude, and interest (Aisyah et al., 2021).

Employee Performance

Employee performance refers to the work outcomes achieved by an employee, encompassing both quality and quantity aspects in carrying out assigned responsibilities, measured over a given period against previously agreed standards (Nurhayati et al., 2024). High employee performance is essential for organizational goal achievement, productivity, and sustained competitive advantage. In this study, employee performance is measured through four indicators: effectiveness, efficiency, quality, and quantity (Nurhayati, 2024).

Conceptual Framework and Hypotheses

The conceptual model of this study positions recruitment, selection, and training as independent (exogenous) variables, competency as an intervening variable, and employee performance as the dependent (endogenous) variable. Based on the theoretical review and the empirical studies discussed above, the following seven hypotheses are proposed:

H1: Recruitment has a significant positive effect on competency at PT Group Mitra Indonesia.

H2: Selection has a significant positive effect on competency at PT Group Mitra Indonesia.

H3: Training has a significant positive effect on competency at PT Group Mitra Indonesia.

H4: Recruitment has a significant positive effect on employee performance at PT Group Mitra Indonesia.

H5: Selection has a significant positive effect on employee performance at PT Group Mitra Indonesia.

H6: Training has a significant positive effect on employee performance at PT Group Mitra Indonesia.

H7: Competency has a significant positive effect on employee performance at PT Group Mitra Indonesia.

Research Method

This study was conducted at PT Group Mitra Indonesia (GMI), a company engaged in professional business consulting and outsourcing services. A quantitative, correlational approach was used, which emphasizes the analysis of numerical data through statistical methods and seeks to determine the extent to which variation in one variable is associated with variation in one or more other variables (Sugiyono, 2019). The population of the study consisted of the 400 permanent employees of PT Group Mitra Indonesia. The sample size was determined using the Slovin formula, $n = N / (1 + Ne^2)$, with a 5% margin of error: $n = 400 / (1 + 400 \times 0.05^2) = 200$. A purposive sampling technique was applied, with active permanent employees of PT GMI in 2025 as the sampling criterion, producing a sample of 200 respondents.

The research involves five variables: recruitment (X1), selection (X2), and training (X3) as independent variables, competency (Y) as an intervening variable, and employee performance (Z) as the dependent variable. The operational definitions and indicators of each variable are summarized in Table 1.

Table 1. Operational Definition of Research Variables

Variable	Indicators	Source
Recruitment (X1)	Basis of employee recruitment; source of employee recruitment; method of employee recruitment	Dzahabiyyah et al. (2022)
Selection (X2)	Work experience; written test; interview test	Islami et al. (2023)
Training (X3)	Instructor; participants; materials; objectives	Ananto et al. (2023)
Competency (Y)	Knowledge; understanding; skill; attitude; interest	Aisyah et al. (2021)
Employee Performance (Z)	Effectiveness; efficiency; quality; quantity	Nurhayati (2024)

Data were collected using a questionnaire containing statements scored on a five-point Likert scale (5 = strongly agree to 1 = strongly disagree for positive statements, reversed for negative statements), supplemented by a literature review of theoretical and empirical sources relevant to the research variables (Sugiyono, 2017).

The data were analyzed using Structural Equation Modeling – Partial Least Squares (SEM-PLS) with SmartPLS 4.0. SEM-PLS was chosen because it allows simultaneous testing of several dependent variables against several independent variables without requiring restrictive data-distribution assumptions, and remains robust for relatively small sample sizes (Hair et al., 2010; Ghozali, 2013). The evaluation of the outer (measurement) model was based on indicator reliability (outer loading factor > 0.70), internal consistency reliability (Cronbach's Alpha and Composite Reliability > 0.70), convergent validity (Average Variance Extracted, AVE, > 0.50), and discriminant validity using the Fornell-Larcker criterion, in which the square root of a construct's AVE should exceed its correlation with other constructs (Hair et al., 2017). The evaluation of the inner (structural) model was based on the coefficient of determination (R-square), the path coefficients, bootstrapped t-statistics, and the Goodness of Fit (NFI), with a path considered significant when the t-statistic exceeds 1.96 and the p-value is below 0.05 at the 5% significance level (Hair et al., 2017).

Result and Discussion

Research Result

This study was conducted at PT Group Mitra Indonesia. From a population of 400 permanent employees, 200 respondents were selected as the research sample using purposive sampling combined with the Slovin formula.

Respondent Characteristics

Based on the questionnaires returned by the 200 respondents, the age distribution shows that the workforce is dominated by younger employees: 42% of respondents (84 people) are under 30 years old and 29% (58 people) are aged 31–40, so that 71% of the sample is under 40 years of age, while employees aged 41–50 and above 50 account for 18% (36 people) and 11% (22 people) respectively. In terms of gender, the workforce shows a clear male majority: 123 respondents (61.5%) are male and 77 (38.5%) are female. Regarding education, the workforce is fairly well educated, with 78% of respondents holding a Diploma or higher qualification – 78 respondents (39%) hold a Bachelor's degree, 72 (36%) hold a Diploma (D3), 44 (22%) completed senior high school, and 6 (3%) hold a postgraduate degree.

Table 2. Respondent Characteristics

Characteristic	Category	n	%
Age	< 30 years	84	42%
	31–40 years	58	29%
	41–50 years	36	18%
	> 50 years	22	11%
Gender	Male	123	61.5%
	Female	77	38.5%
Education	Senior High School	44	22%
	Diploma (D3)	72	36%
	Bachelor's degree (S1)	78	39%
	Postgraduate	6	3%

Measurement (Outer) Model

The first stage of testing evaluates the reliability of each indicator through its outer loading factor, which reflects the correlation between an indicator and its construct. Processing the data with SmartPLS shows that most indicators in this study have an outer loading factor above 0.70. Recruitment, Training, and Employee Performance indicators show consistently strong loadings, and most Selection indicators are likewise satisfactory. Particular attention is warranted for the Competency construct, however, where more than half of the indicators fall below 0.70 (the lowest being items KOMPT.35 and KOMPT.39), while the Selection construct also contains two comparatively weak items, SELKS.12 (0.448) and SELKS.18 (0.487). Overall, although the measurement model is reasonably adequate, these indicators in the marginal loading range (0.40–0.70) represent items that should be reviewed in future refinements of the instrument.

Table 3. Construct Reliability and Validity

Construct	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Employee Performance	0.912	0.917	0.927	0.561
Competency	0.857	0.868	0.887	0.443
Training	0.931	0.937	0.943	0.624
Recruitment	0.908	0.914	0.924	0.551
Selection	0.889	0.907	0.911	0.514

Table 3 shows that all constructs have a Cronbach's Alpha and Composite Reliability above 0.70, confirming adequate internal consistency reliability. The Average Variance Extracted (AVE) is above 0.50 for Employee Performance, Training, Recruitment, and Selection, confirming adequate convergent validity for these four constructs – each latent variable explains more than half of the variance of its own indicators. The Competency construct records an AVE of 0.443, slightly below the 0.50 threshold, consistent with the marginal outer loadings noted above for several of its indicators.

Discriminant validity was subsequently tested using the Fornell-Larcker criterion, under which the square root of a construct's AVE is compared with its correlation with the other constructs in the model.

Table 4. Discriminant Validity (Fornell-Larcker Criterion)

	Employee Performance	Competency	Training	Recruitment	Selection
Employee Performance	0.749				
Competency	0.940	0.666			
Training	0.965	0.937	0.790		
Recruitment	0.950	0.932	0.949	0.742	
Selection	0.938	0.938	0.926	0.953	0.717

Based on the Fornell-Larcker test in Table 4, the diagonal values – the square root of each construct's AVE – were compared against the correlations between constructs, and the discriminant validity requirement was concluded to be satisfied.

Structural (Inner) Model

After the outer model was evaluated, the inner (structural) model was tested to examine the research hypotheses, beginning with the coefficient of determination (R-square), which measures the combined contribution of the exogenous latent variables to each endogenous latent variable.

Table 5. Coefficient of Determination (R-Square)

Endogenous Variable	R-Square	R-Square Adjusted
Competency	0.914	0.912
Employee Performance	0.949	0.948

The R-square for competency is 0.914, meaning that recruitment, selection, and training jointly explain 91.4% of the variance in competency, with the remaining 8.6% explained by variables outside this model. The R-square for employee performance is 0.949, meaning that recruitment, selection, training, and competency jointly explain 94.9% of the variance in employee performance, with the remaining 5.1% explained by other variables.

The path coefficients and their bootstrapped significance were then examined; a path is considered significant when its t-statistic exceeds 1.96 and its p-value is below 0.05.

Table 6. Path Coefficients, T-Statistics, and P-Values

Hypothesis	Path	Original Sample (O)	T Statistics	P Values	Decision
H1	Recruitment → Competency	0.093	1.366	0.173	No Significant
H2	Selection → Competency	0.449	6.505	0.000	Significant
H3	Training → Competency	0.434	6.325	0.000	Significant
H4	Recruitment → Employee Performance	0.175	2.410	0.016	Significant
H5	Selection → Employee Performance	0.145	1.675	0.095	No Significant
H6	Training → Employee Performance	0.525	8.040	0.000	Significant
H7	Competency → Employee Performance	0.150	2.404	0.017	Significant

As shown in Table 6, five of the seven hypothesized paths are positive and statistically significant, so H2, H3, H4, H6, and H7 are supported, while H1 (recruitment → competency) and H5 (selection → employee performance) are not supported. Selection is the strongest predictor of competency ($\beta = 0.449$), closely followed by training ($\beta = 0.434$), while recruitment shows only a small, non-significant effect on competency ($\beta = 0.093$). Training is by far the strongest predictor of employee performance ($\beta = 0.525$), followed by recruitment ($\beta = 0.175$) and competency ($\beta = 0.150$), confirming training's central role in driving both outcomes in this model.

Finally, the overall fit of the structural model was assessed using the Goodness of Fit (NFI), where values above 0.36 are interpreted as indicating a large, or good, model fit.

Table 7. Goodness of Fit

	Saturated Model	Estimated Model
SRMR	0.133	0.133
d_ULS	22.699	22.699
d_G	n/a	n/a
Chi-Square	32.221	32.221
NFI	0.905	0.905

Table 7 shows an NFI value of 0.905, which falls well above the 0.36 threshold for a large model fit, indicating that the overall measurement and structural model of this study is well supported by the data (SRMR = 0.133; Chi-Square = 32.221).

*Discussion**The Effect of Recruitment on Competency*

Recruitment does not have a significant effect on competency at PT Group Mitra Indonesia ($\beta = 0.093$; $t = 1.366$; $p = 0.173$). Although the direction of the relationship is positive, it does not reach statistical significance, indicating that the recruitment process at PT GMI has not yet contributed meaningfully to obtaining candidates with the desired level of competency. This may reflect the earlier finding that the basis-of-recruitment indicator – fit between recruitment and job analysis or strategic needs – has weakened over 2022–2024, suggesting that recruitment at PT GMI currently functions more as a channel for attracting applicants than as a mechanism that reliably screens for competency. This finding is not in line with Hutamto (2022), Sitepu and Saragih (2021), and Panji et al. (2021), who found that recruitment has a significant positive effect on competency.

The Effect of Selection on Competency

Selection has a significant positive effect on competency at PT Group Mitra Indonesia ($\beta = 0.449$; $t = 6.505$; $p = 0.000$), the strongest path in the competency model. This confirms that selection functions as an effective final filter, ensuring that only candidates who genuinely possess the required knowledge, skills, and attitudes are accepted into the organization. The finding supports the Person-Job Fit concept in human resource management, in which the main purpose of selection is to choose individuals whose characteristics best match job requirements. This result is consistent with Hutamto (2022), Mahyaputra and Fadlina (2024), and Meha et al. (2024).

The Effect of Training on Competency

Training has a significant positive effect on competency at PT Group Mitra Indonesia ($\beta = 0.434$; $t = 6.325$; $p = 0.000$). Training is confirmed as one of the most dominant factors in shaping and improving employee competency: as training quality and intensity increase, employees' knowledge, skills, and attitudes improve correspondingly. Conceptually, training functions as the company's primary mechanism for closing competency gaps and keeping employee knowledge relevant to changing job demands, supporting the human-capital premise that investment in training and development is critical to building organizational capability. This finding is in line with Hamid et al. (2024), Purnama (2025), and Candra and Putra (2024).

The Effect of Recruitment on Employee Performance

Recruitment has a significant positive effect on employee performance at PT Group Mitra Indonesia ($\beta = 0.175$; $t = 2.410$; $p = 0.016$). This indicates that the more effective and well-targeted the recruitment process, the higher the performance shown by the employees recruited. The finding underscores the strategic role of recruitment as the starting point for determining workforce quality: by recruiting the right candidates from the outset, the company lays a strong foundation for achieving high performance standards, consistent with staffing theory, which holds that efficient, quality-oriented recruitment produces a pool of candidates with greater capability and motivation to perform. This result is consistent with Lina (2020), Sundari et al. (2024), and Vemil et al. (2023).

The Effect of Selection on Employee Performance

Selection does not have a significant effect on employee performance at PT Group Mitra Indonesia ($\beta = 0.145$; $t = 1.675$; $p = 0.095$). Although the relationship is positive, the effect does

not reach the 5% significance threshold, suggesting that at PT GMI the selection process alone is not a strong direct predictor of the performance ultimately shown by selected employees – its influence on performance appears to operate more indirectly, for instance through the competency it helps build, than through a direct path. This finding is not in line with Satriyani and Atmaja (2021), Silaen et al. (2022), and Widya (2021), who found that selection has a significant positive effect on employee performance.

The Effect of Training on Employee Performance

Training has a significant positive effect on employee performance at PT Group Mitra Indonesia ($\beta = 0.525$; $t = 8.040$; $p = 0.000$), the strongest path in the entire model. This confirms training as the single most critical lever for improving employee performance at PT GMI: better and more effective training programs translate directly into higher levels of employee performance. This finding highlights training's role as a strategic investment that directly enhances employees' ability, knowledge, and motivation to perform their jobs optimally, in line with human-capital theory, which holds that improvements in knowledge and skill through training are matched by improvements in productivity and work quality. This result is consistent with Fahrozi et al. (2022), Silaban and Siregar (2023), and Mulyeni et al. (2023).

The Effect of Competency on Employee Performance

Competency has a significant positive effect on employee performance at PT Group Mitra Indonesia ($\beta = 0.150$; $t = 2.404$; $p = 0.017$). This means that an increase in employee competency significantly increases employee performance, positioning competency as a key prerequisite and predictor of individual performance success. Employees who possess the appropriate combination of knowledge, skill, and attitude are better able to carry out their tasks effectively and efficiently, in line with competency-based performance management models, which hold that superior performance can only be achieved when individuals possess capabilities aligned with job demands. This finding is consistent with Nurimansjah (2023), Wahyuni and Budiono (2022), and Elkhori and Budianto (2024).

Conclusion

Based on the results of the analysis, this study concludes that: (1) recruitment has no significant effect on competency ($t = 1.366$; $p = 0.173$); (2) selection has a significant positive effect on competency ($t = 6.505$; $p = 0.000$); (3) training has a significant positive effect on competency ($t = 6.325$; $p = 0.000$); (4) recruitment has a significant positive effect on employee performance ($t = 2.410$; $p = 0.016$); (5) selection has no significant effect on employee performance ($t = 1.675$; $p = 0.095$); (6) training has a significant positive effect on employee performance ($t = 8.040$; $p = 0.000$); and (7) competency has a significant positive effect on employee performance ($t = 2.404$; $p = 0.017$) at PT Group Mitra Indonesia. Training emerges as the most dominant driver of both competency and employee performance in this model, while competency plays a modest mediating role in translating selection and training into higher employee performance; recruitment, by contrast, appears to affect performance mainly through a direct path rather than through building competency.

Based on the item-level findings, several practical recommendations are proposed. For recruitment, PT Group Mitra Indonesia should standardize communication protocols during the recruitment process – including a maximum turnaround time for notifying candidates of interview or test results – supported by automated, real-time application-status notifications and more constructive feedback for candidates who are not selected. For selection, management should reinforce among staff and the recruitment team the specific weight and

role of written test results in selection decisions, periodically review the relevance of test materials to actual job performance, and ensure test scores are explicitly integrated with interview and other assessment results. For training, the company should strengthen its Training Needs Analysis by involving direct supervisors and prospective participants, redesign training materials to emphasize case studies, simulations, and hands-on practice rather than theory alone, and build a structured post-training feedback mechanism to guide future curriculum improvements. For competency, PT GMI is advised to design challenging assignments and job rotations that stretch employees beyond their comfort zone, foster a culture that supports calculated risk-taking without penalizing failure, and recognize employees who proactively take on new challenges. Finally, for employee performance, the company should clarify and communicate specific, measurable output targets, streamline workflows to remove non-value-adding bottlenecks, and strengthen incentive schemes that link quantity and quality of output to both monetary and non-monetary rewards. Beyond these specific measures, PT Group Mitra Indonesia is advised to periodically review its recruitment, selection, and training practices, since strengthening training in particular is the most direct lever for improving both competency and employee performance in a company that operates in the competitive, talent-dependent business-consulting and outsourcing sector.

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