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The Effect of Recruitment and Training on Employee Performance at PT Gajah Mada Barokah Sukses Makmur Yogyakarta

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ABSTRACT

This study aims to analyze the influence of recruitment and training on employee performance at PT Gajah Mada Barokah Sukses Makmur (GM Production Indonesia) in Yogyakarta. The research background is based on the phenomenon of a mismatch between the number of applicants and the quality of human resources required by the company, which operates in a dynamic and competitive event organizer industry. Despite receiving thousands of applicants, only a few qualified to be hired. Therefore, the company provides internal training to enhance employee competencies and professionalism. This research employed a quantitative approach using a survey method with 70 internal employees as respondents. Data were collected through a Likert-scale questionnaire and analyzed using multiple linear regression. The results indicate that both partially and simultaneously, recruitment and training have a positive and significant effect on employee performance. The coefficient of determination (R^2) value of 0.694 indicates that 69.4% of the variance in employee performance can be explained by recruitment and training, while the remaining 30.6% is influenced by other factors. These findings emphasize that selective recruitment and targeted training are crucial in building a competent workforce in the event organizer industry.

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1. INTRODUCTION

The *event organizer (EO)* industry is a dynamic and competitive field of work, which demands speed, creativity, and high managerial skills from each of its human resources. In the midst of fierce competition and ever-growing client demands, employee quality is a crucial factor that determines the company's operational success.

PT Gajah Mada Barokah Sukses Makmur (GM Production Indonesia), as a professional EO based in Yogyakarta, faces the phenomenon of an imbalance between the number of applicants and the

quality of the workforce needed. Although every recruitment opening is attended by hundreds of applicants, not all of them are able to meet the work standards that the company has set.

According to Dessler (2020), recruitment is a process of attracting qualified individuals according to the organization's competencies and culture. Armstrong (2020) emphasizes the importance of clarity of job specifications, while Mathis and Jackson (2019) assess that the right hiring strategy can increase the chances of acquiring suitable candidates. Robbins and Judge (2019) added that a positive organizational culture is able to attract qualified candidates, while Nawawi (2018) highlights the availability of labor as a supporting factor. Lina (2020) stated five recruitment indicators, namely withdrawal, selection, placement, orientation, and job analysis. According to Hermawati (2021), training is a process of improving work abilities and competencies to support effectiveness and productivity, which helps to increase skills, motivation, and readiness for responsibility (Supardi & Yusman, 2021; Noe, 2020), with effectiveness influenced by materials, trainers, methods, participants, and the environment (Nurdin, 2019; Sugiyono, 2020). Ata et al. (2024) added that training indicators include materials, objectives, participants, trainers, and evaluation. Meanwhile, according to Robbins and Judge (2019) in Sihombing (2020), performance is an individual behavior that supports the achievement of organizational goals, while Kawiana (2020) defines it as the result of work according to standards. Performance evaluation aims to assess effectiveness and provide feedback (Robbins & Judge, 2019; Nawawi, 2018), with influencing factors such as recruitment (Dessler, 2020), training (Hermawati, 2021), work environment (Afriyani et al., 2024), and motivation and job satisfaction (Amalia & Wulandari, 2022). Based on the KPI of PT Gajah Mada Barokah Sukses Makmur, employee performance is measured through indicators of quantity, quality, planning, communication, time, initiative, discipline, cooperation, service, and integrity.

In 2024, GM Production Indonesia will open recruitment for various divisions. Out of a total of 1,193 applicants, only 40 people were declared qualified and accepted as employees. In fact, some divisions do not have a single applicant who meets the qualifications. Out of a total of 1,193 applicants, only 40 were declared qualified and accepted as employees, while most did not meet the qualifications set by the company. Some positions such as Production Decoration, Operational 2, Sales, and Legal Staff don't even generate new admissions, despite having a lot of applicants. The position with the highest number of applicants is Freelance Operational with 261 applicants, but only 33 people were accepted. This data shows that the recruitment process at GM Production Indonesia still faces challenges in finding candidates who meet the company's needs and standards, both in terms of competence, job readiness, and relevance of experience. This phenomenon shows that the high number of applicants does not always reflect the availability of human resources who are ready to work and in accordance with the needs of the event industry.

Based on the *Key Performance Indicator* (KPI) implemented by PT Gajah Mada Barokah Sukses Makmur (GM Production Indonesia), employee performance assessments include 20 important aspects that reflect the standards of professionalism and productivity in the company environment. These indicators include quantity and quality of work, planning, communication, time management, initiative, discipline, cooperation, service, honesty or integrity, and work motivation. In addition, other aspects such as cost efficiency, human resource development, independence, cleanliness, work safety, adherence to rules and procedures, adaptability, work attitude, and decision-making and problem-solving abilities are also an important part of the evaluation system. Each criterion has four levels of assessment with a score of 1 to 4, which describes the employee's level of achievement against the target and expected work behavior. The implementation of this KPI is a guideline for companies in assessing performance objectively, as well as the basis for training planning and human resource development to be in line with the company's vision to become a professional and trusted event organizer.

Several studies have shown a positive relationship between recruitment, training, and employee performance. Herlambang (2021) found that both had a significant effect on performance at PT Most Blue Resort and Spa Gianyar. Cahyanih and Fajri (2024) also proved the same thing at PT Setiajaya Mobilindo, with training having a more dominant influence. Ramadhan and Amin (2024) stated that selection and training have a positive effect on performance at PT Meganta Batu Sampurna. Meanwhile, Yoana and Armaniah (PT Senduk Jaya International) and Narulita (2025, UD Mulia Abadi) found that only training has a significant effect on employee performance.

By considering the phenomenon of the gap between applicant quality, training effectiveness, and performance achievement, this study was conducted to determine the influence of the recruitment and training process on employee performance at GM Production Indonesia.

2. METHODS

This research was carried out at PT Gajah Mada Barokah Sukses Makmur Yogyakarta, better known as GM Production Indonesia, from April to July 2025. The research population included all 70 employees and event crews from various divisions who were directly involved in the event activities, and using saturated sampling techniques, the entire population was used as a sample to fill out the research questionnaire. The data used consists of primary data obtained through respondent questionnaires and secondary data derived from company data in 2024.

3. FINDINGS AND DISCUSSION

1) Data Quality Test

a. *Validity Test*

Table 1. *Validity Test Results.*

Statement	Calculated value	Table values	Information
Recruitment (X1.1)	0,661	0,361	Valid
Recruitment (X1.2)	0,719	0,361	Valid
Recruitment (X1.3)	0,829	0,361	Valid
Recruitment (X1.4)	0,767	0,361	Valid
Recruitment (X1.5)	0,843	0,361	Valid
Recruitment (X1.6)	0,835	0,361	Valid
Recruitment (X1.7)	0,803	0,361	Valid
Recruitment (X1.8)	0,822	0,361	Valid
Recruitment (X1.9)	0,758	0,361	Valid
Recruitment (X1.10)	0,794	0,361	Valid
Recruitment (X1.11)	0,797	0,361	Valid
Recruitment (X1.12)	0,728	0,361	Valid
Recruitment (X1.13)	0,665	0,361	Valid
Recruitment (X1.14)	0,737	0,361	Valid
Recruitment (X1.15)	0,674	0,361	Valid
Training (X2.1)	0,736	0,361	Valid
Training (X2.2)	0,863	0,361	Valid
Training (X2.3)	0,843	0,361	Valid
Training (X2.4)	0,831	0,361	Valid
Training (X2.5)	0,769	0,361	Valid
Training (X2.6)	0,807	0,361	Valid
Training (X2.7)	0,851	0,361	Valid
Training (X2.8)	0,731	0,361	Valid

Statement	Calculated value	Table values	Information
Training (X2.9)	0,775	0,361	Valid
Training (X2.10)	0,732	0,361	Valid
Training (X2.11)	0,642	0,361	Valid
Training (X2.12)	0,739	0,361	Valid
Training (X2.13)	0,844	0,361	Valid
Training (X2.14)	0,713	0,361	Valid
Training (X2.15)	0,818	0,361	Valid
Training (X2.16)	0,797	0,361	Valid
Training (X2.17)	0,804	0,361	Valid
Training (X2.18)	0,805	0,361	Valid
Employee Performance (Y1)	0,756	0,361	Valid
Employee Performance (Y2)	0,731	0,361	Valid
Employee Performance (Y3)	0,792	0,361	Valid
Employee Performance (Y4)	0,758	0,361	Valid
Employee Performance (Y5)	0,722	0,361	Valid
Employee Performance (Y6)	0,719	0,361	Valid
Employee Performance (Y7)	0,679	0,361	Valid
Employee Performance (Y8)	0,794	0,361	Valid
Employee Performance (Y9)	0,830	0,361	Valid
Employee Performance (Y10)	0,854	0,361	Valid
Employee Performance (Y11)	0,800	0,361	Valid
Employee Performance (Y12)	0,733	0,361	Valid
Employee performance (Y13)	0,655	0,361	Valid
Employee Performance (Y14)	0,814	0,361	Valid
Employee performance (Y15)	0,643	0,361	Valid
Employee Performance (Y16)	0,529	0,361	Valid
Employee Performance (Y17)	0,763	0,361	Valid
Employee performance (Y18)	0,658	0,361	Valid
Employee performance (Y19)	0,601	0,361	Valid
Employee Performance (Y20)	0,858	0,361	Valid
Employee Performance (Y21)	0,712	0,361	Valid
Employee Performance (Y22)	0,821	0,361	Valid
Employee Performance (Y23)	0,795	0,361	Valid
Employee performance (Y24)	0,787	0,361	Valid
Employee performance (Y25)	0,780	0,361	Valid
Employee Performance (Y26)	0,754	0,361	Valid
Employee Performance (Y27)	0,808	0,361	Valid
Employee Performance (Y28)	0,792	0,361	Valid
Employee Performance (Y29)	0,787	0,361	Valid
Employee Performance (Y30)	0,737	0,361	Valid

Source: SPSS processed data, 2025

b. *Reliability Test*

Table 2. Reliability Test Results.

Variabel	Cronbach's Alpha	N of Items	Table values	Information
Recruitment (X1)	0,905	15	0,6	Reliabel
Training (X2)	0,918	18	0,6	Reliabel
Employee Performance (Y)	0,945	30	0,6	Reliabel

Source: Data processed, 2025

The table above shows that in 63 statements of all variables, it is known that the alpha coefficient *(Cronbach's Alpha)* is greater than 0.6 so that it can be stated that it is reliable.

2) Classical Assumption Test

a. *Normality Test*

- *Kolmogorov-Smirnov Test*

Table 3. *Kolmogorov-Smirnov Test Results*

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		70
Normal Parameters[a,b]	Mean	.0000000
	Hours of deviation	4.81407485
Most Extreme Differences	Absolute	.094
	Positive	.062
	Negative	-.094
Test Statistic		.094
Asymp. Sig. (2-tailed)		.200

a. Test distribution is Normal.

b. Calculated from data.

Source: Data processed, 2025

The Kolmogorov-Smirnov significance value of 0.200 (>0.05) indicates that the residual data is normally distributed.

- *Graph Histogram*

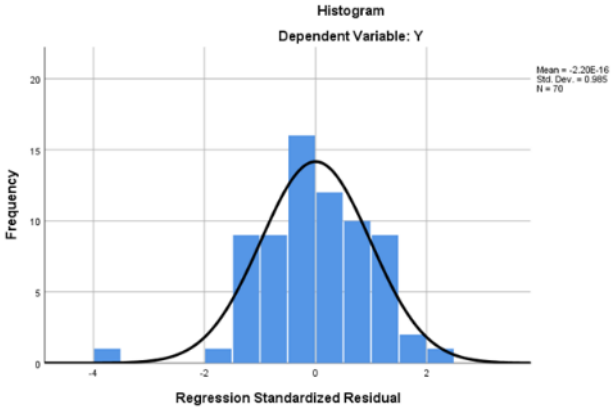

Figure 1. Graph histogram

Source: Data processed, 2025

The histogram graph shows a pattern resembling a normal curve (bell shape), with most of the residual around mean = 0, indicating normally distributed data.

- *Grafik Normal Probability Plot*

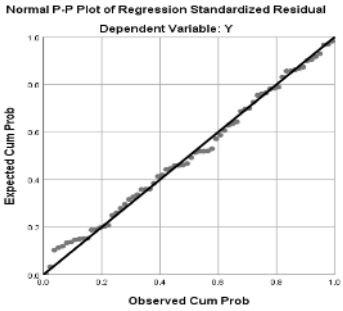

Figure 2. Grafik Normal *Probability Plot*
Source: SPSS processed data, 2025

From the image above we can see that the position of the small dots spreads near the diagonal line. This indicates that the data in this study has been distributed normally.

b. Multicollinearity Test

Table 4. Multicollinearity Test Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	T	Itself.	Tolerance	BRIGHT
1	(Constant)	43.332	10.560		4.103	.000		
	Recruitment	-.317	.402	-.173	-.789	.433	.184	5.426
	Training	1.284	.358	.788	3.590	.001	.184	5.426

a. Dependent Variable: Employee Performance
Source: SPSS processed data, 2025

Based on the table above, the following data can be obtained:

a) The Tolerance value of 0.184 (>0.10) and VIF 5.426 (<10) showed that there was no multicollinearity in the Recruitment variable.
b) The Tolerance value of 0.184 (>0.10) and VIF 5.426 (<10) showed that there was no multicollinearity in the Training variable.

c. Heteroscedasticity Test

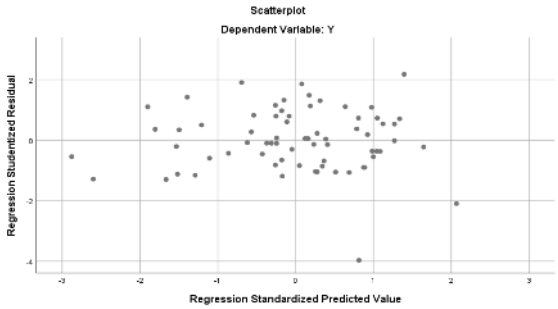

Figure 3. Heterokedasticity Test

Based on the image above, it can be seen that the dots are spreading, and do not form a specific clear pattern, so it can be concluded that there is no heteroskedesticity problem in the regression model of this study. Source: Data processed SPSS, 2025.

3) Multiple Linear Regression Analysis Test

Table 5. Multiple Linear Regression Test Results
Source: SPSS processed data, 2025

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Itself.
1	(Constant)	43.332	10.560		4.103	.000
	Recruitment	-.317	.402	-.173	-.789	.433
	Training	1.284	.358	.788	3.590	.001

Based on the table above, the regression equations that can be deduced from the results of the coefficient in the form of regression equations are as follows:

$$Y = 43.332 - 0.317X1 + 1.284X2$$

Based on the table above, the results of the multiple linear regression test are known as follows:

a) The constant value of 43.332 indicates that if the variables of Recruitment (X_1) and Training (X_2) are assumed to be non-existent or zero, then the value of Employee Performance (Y) is 43.332 units.
b) The Recruitment Coefficient (X_1) -0.317 with a significance of 0.433 (>0.05) showed a negative and insignificant influence on employee performance.
c) The Recruitment Coefficient (X_1) of -0.317 with a significance of 0.433 (>0.05) indicates a negative influence that is not significant on employee performance.
d) The Training Coefficient (X_2) of 1.284 with a significance of 0.001 (<0.05) showed a positive and significant influence on performance, while Recruitment had no significant effect.

4) Uji Hypothesis

a. *Partial Significance Test (t-test)*

Table 6. Partial Significance Test Results (t-Test)

Coefficientsa

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Itself.	Collinearity Statistics Tolerance	BRIGHT
1	(Constant)	43.332	10.560		4.103	.000		
	Recruitment	-.317	.402	-.173	-.789	.433	.184	5.426
	Training	1.284	.358	.788	3.590	.001	.184	5.426

a. Dependent Variable: Employee Performance

Source: SPSS processed data, 2025

DF = N – K 1 = 70 – 2 – 1 = 67
df = 67, α = 0.05 = 1.99601

Based on the SPSS output in the *Coefficients table*, the following results were obtained:

a) Recruitment Variable (X_1)

The t-value was calculated as -0.789 with a significance value of 0.434. Because the t-value of the table t-< (-0.789 < 1.99601) and the significance value of > 0.05 (0.434 > 0.05), it can be concluded that

the recruitment variable does not have a significant effect on employee performance.

b) Training Variables (X_2)

The t-value is calculated as 3.590 with a significance value of 0.001. Because the t-value calculated > the table (3.590 > 1.99601) and the significance value < 0.05 (0.001 < 0.05), it can be concluded that the training variable has a significant effect on employee performance.

b. Simultaneous Significance Test (F test)

Table 7. Results of Simultaneous Significance Test (F Test)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.636a	.405	.387	16.16541

a. Predictors: (Constant), Training, Recruitment

Source: SPSS processed data, 2025

From the ANOVA Table it is obtained F count = 22.767. Because F is calculated (22.767) > F table (3.13), it can be concluded that simultaneously the variables of Recruitment and Training have a significant effect on Employee Performance.

c. Determination Coefficient Test (R Square)

Table 8. Determination Coefficient Test Results (R2)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.636a	.405	.387	16.16541

a. Predictors: (Constant), Training, Recruitment

Source: SPSS processed data, 2024

An R-Square value of 0.405 indicates that 40.5% of employee performance variations are explained by hiring and training, while 59.5% are influenced by other factors such as salary, motivation, and work environment. The Adjusted R Square value of 0.387 confirms the accuracy of the model after adjusting for the number of independent variables.

4. CONCLUSION

Based on the results of the data analysis, it can be concluded that recruitment does not have a significant effect on employee performance at PT Gajah Mada Barokah Sukses Makmur Yogyakarta with a significance value of 0.433 (> 0.05) and a regression coefficient of -0.317, which shows that an increase in the recruitment process is not always in line with an improvement in performance. This is in line with the phenomenon of a high number of applicants (1,193 people) compared to accepted employees (40 people) and there are still vacant positions, so the quality of recruitment results needs to be improved. Meanwhile, training was proven to have a positive and significant effect on employee performance with a significance value of 0.001 (< 0.05) and a regression coefficient of 1.284, which shows that effective training is able to improve competence, productivity, and work achievement. Simultaneously, recruitment and training had a significant effect on employee performance with an F value of 22.767 and a significance of 0.000 (< 0.05), and a determination coefficient value (R^2) of 0.405

which means that 40.5% of the variation in employee performance was explained by these two variables, while 59.5% was influenced by other factors outside this study.

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