

Pengaruh Rekrutmen dan Seleksi terhadap Kinerja Karyawan di Badan Permusyawaratan Desa Cimekar Kecamatan Cileunyi Kabupaten Bandung

ABSTRAK

Latar belakang penelitian ini yaitu pentingnya peran manajemen sumber daya manusia (SDM) dalam menentukan keberhasilan organisasi, baik di sektor publik maupun swasta. Rekrutmen dan seleksi merupakan proses penting dalam manajemen SDM yang secara langsung memengaruhi kualitas kinerja karyawan. Rekrutmen yang efektif dapat meningkatkan peluang mendapatkan tenaga kerja berkualitas, sedangkan seleksi yang tepat memastikan penempatan individu yang sesuai dengan posisi yang dibutuhkan. Namun, pada praktiknya di Badan Permusyawaratan Desa (BPD) Cimekar, proses rekrutmen dan seleksi masih menghadapi berbagai tantangan. Terdapat indikasi pelaksanaan rekrutmen yang kurang transparan, kriteria seleksi yang belum jelas, serta kecenderungan memilih berdasarkan kedekatan personal dibandingkan kompetensi. Kondisi ini menyebabkan distribusi beban kerja yang tidak merata, di mana sebagian karyawan mendelegasikan tugas tanpa mempertimbangkan beban rekan kerja, sehingga mengakibatkan keterlambatan penyelesaian tugas, penurunan produktivitas, dan kualitas hasil kerja. Kurangnya evaluasi berkala serta minimnya pemahaman mengenai fungsi rekrutmen dan seleksi semakin memperlebar kesenjangan antara standar kinerja yang diharapkan dengan hasil aktual.

Penelitian ini bertujuan untuk mendeskripsikan pelaksanaan rekrutmen di BPD Cimekar, termasuk sumber rekrutmen, metode yang digunakan, dan kesesuaian dengan kualifikasi jabatan, mendeskripsikan pelaksanaan seleksi, mencakup prosedur, kriteria, dan efektivitas instrumen seleksi, mengukur pengaruh rekrutmen terhadap kinerja karyawan, khususnya pada aspek kualitas kerja, kuantitas kerja, ketepatan waktu, tanggung jawab, dan inisiatif, mengukur pengaruh seleksi terhadap kinerja karyawan pada indikator yang sama, menganalisis pengaruh simultan rekrutmen dan seleksi terhadap kinerja karyawan sebagai dasar rekomendasi perbaikan sistem manajemen SDM di BPD Cimekar.

Metode penelitian yang digunakan adalah metode deskriptif dan verifikatif dengan pendekatan kuantitatif. Populasi penelitian berjumlah 30 orang karyawan yang seluruhnya dijadikan sampel dengan teknik sensus. Data dikumpulkan melalui kuesioner, wawancara, dan studi dokumentasi, kemudian dianalisis menggunakan regresi linier berganda dengan SPSS 27.0. Hasil penelitian menunjukkan bahwa secara simultan rekrutmen dan seleksi berpengaruh signifikan terhadap kinerja karyawan dengan nilai koefisien determinasi (R^2) sebesar 0,489 atau 48,9%. Secara parsial, rekrutmen berpengaruh negatif signifikan terhadap kinerja (r parsial = -0,364; KD = 13,3%) dan seleksi juga berpengaruh negatif signifikan (r parsial = -0,485; KD = 23,5%). Nilai koefisien negatif ini mengindikasikan bahwa pelaksanaan rekrutmen dan seleksi yang ada saat ini belum efektif, sehingga

diperlukan perbaikan pada indikator, metode, dan evaluasinya agar berkontribusi positif terhadap kinerja di masa mendatang.

Kata Kunci: Rekrutmen, Seleksi, Kinerja Karyawan.



The Effect of Recruitment and Selection on Employee Performance at the Village Consultative Body (BPD) of Cimekar, Cileunyi Sub-District, Bandung Regency

ABSTRACT

The background of this research stems from the crucial role of human resource management (HRM) in determining organizational success, both in the public and private sectors. Recruitment and selection are key HRM processes that directly affect employee performance quality. Effective recruitment increases the likelihood of hiring high-quality personnel, while proper selection ensures that the right individuals are placed in the right positions. However, in practice at the Village Consultative Body (BPD) of Cimekar, the recruitment and selection processes still face various challenges. There are indications of non-transparent recruitment practices, unclear selection criteria, and a tendency to prioritize personal connections over competencies. These conditions lead to ineffective workload distribution, where some employees delegate tasks without considering their colleagues' workload, resulting in delays, reduced productivity, and lower work quality. The lack of periodic evaluation and limited understanding of recruitment and selection functions further widen the gap between expected performance standards and actual outcomes.

This study aims to describe the implementation of recruitment at BPD Cimekar, including recruitment sources, methods used, and alignment with job qualifications, describe the implementation of selection, covering procedures, criteria, and the effectiveness of selection instruments, measure the effect of recruitment on employee performance, particularly in terms of work quality, quantity, timeliness, responsibility, and initiative, measure the effect of selection on employee performance using the same indicators and ,analyze the simultaneous influence of recruitment and selection on employee performance as the basis for recommendations to improve the HRM system at BPD Cimekar.

The research method used is descriptive and verificative with a quantitative approach. The study population consists of 30 employees, all of whom were taken as samples using a census technique. Data were collected through questionnaires, interviews, and document studies, and analyzed using multiple linear regression with SPSS 27.0. The results show that, simultaneously, recruitment and selection have a significant effect on employee performance with a coefficient of determination (R^2) value of 0.489 or 48.9%. Partially, recruitment has a significant negative effect on performance (partial $r = -0.364$; $KD = 13.3\%$) and selection also has a significant negative effect (partial $r = -0.485$; $KD = 23.5\%$). These negative coefficients indicate that the current recruitment and selection processes are

ineffective, thus requiring improvements in indicators, methods, and evaluation so that they can positively contribute to performance in the future.

Keywords: Recruitment, Selection, Employee Performance.

