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The Effect of Recruitment and Career Development on Employee Performance at PT Monster Mart Indonesia

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ABSTRACT

This study examines the effect of recruitment and career development on employee performance at PT Monster Mart Indonesia. The study employed a quantitative descriptive-verificative approach using a survey design. The population consisted of 65 permanent employees, all of whom were included as respondents through saturated sampling. Data were collected using a five-point Likert questionnaire comprising 26 items covering recruitment, career development, and employee performance, and were analyzed using SPSS through validity and reliability testing, classical assumption tests, simple linear regression, multiple linear regression, t-tests, F-test, and the coefficient of determination. The results indicate that recruitment has a positive and significant effect on employee performance ($B = 0.719$; $t = 6.582$; $p < 0.001$), with $R^2 = 0.407$. Career development also has a positive and significant effect on employee performance ($B = 0.716$; $t = 7.265$; $p < 0.001$), with $R^2 = 0.456$. Simultaneously, recruitment and career development significantly explain employee performance ($F = 27.349$; $p < 0.001$), with $R^2 = 0.469$ and Adjusted $R^2 = 0.452$. The findings indicate that recruitment quality and structured career development are relevant human resource management factors for strengthening employee performance in the company studied.

INTRODUCTION

Human resources remain a central element in organizational performance because employees are responsible for translating organizational plans, systems, and resources into operational results. In a business environment characterized by rapid technological change and increasingly dynamic consumer expectations, organizations need employees who not only meet formal job requirements but can also adapt, learn, and maintain consistent performance. Consequently, human resource management is closely associated with how organizations attract appropriate candidates, develop employee capabilities, and sustain performance after employees enter the organization.

Recruitment represents the initial mechanism through which an organization builds its workforce.

An effective recruitment process should connect organizational needs with candidate qualifications so that employees placed in particular positions have an appropriate foundation for carrying out their responsibilities. Recent empirical evidence supports this relationship. Dinanty and Firdaus (2024), for example, found that recruitment and selection significantly affected employee performance in a quantitative study involving 100 employees. Novita et al. (2021) likewise reported significant positive relationships between recruitment, career development, competence, and employee performance in several sharia banks in Aceh. These findings suggest that the quality of recruitment is not merely an administrative issue but can be related to subsequent employee outcomes.

Career development is another important human resource mechanism because employee performance can be influenced by opportunities to acquire knowledge, improve skills, participate in training, and understand possible career pathways. Career development may also provide employees with a clearer connection between current responsibilities and future roles. Qory and Zona (2022) found a positive and significant effect of career development on employee performance, while Widi and Kusuma (2024) reported that career development, together with motivation and the workplace environment, significantly affected employee performance.

The relevance of these issues is also visible in the context of PT Monster Mart Indonesia. Based on the internal preliminary data documented in the research, employee performance indicators showed a downward pattern, with KPI achievement recorded at 88% in 2022, 84% in 2023, and 80% in 2024. The same preliminary data indicated increases in recorded lateness/absence incidents from 58 to 74 and then 91 incidents, while employee turnover increased from 9.23% to 12.31% and 15.38%. The proportion of new employees whose qualifications were considered not fully aligned with job requirements also increased from 20% to 25% and 30%. Meanwhile, the number of employees participating in training and career development activities declined from 40 to 35 and then 30 employees. These figures are internal research data and are used as the empirical context of the study rather than as a general representation of the retail industry.

PT Monster Mart Indonesia operates in the new-retail and vending-machine business, where operational continuity depends on employees who can manage technology-supported processes, customer-facing activities, monitoring, reporting, and maintenance coordination. In such a setting, the fit between employee qualifications and job requirements, followed by opportunities for continuous development, becomes relevant to maintaining work quality. However, previous studies have generally examined recruitment, career

development, and performance in other organizational settings. The present study therefore focuses specifically on the relationship among these variables in PT Monster Mart Indonesia and combines partial and simultaneous testing within the same empirical model.

The research objective is to analyze: (1) the effect of recruitment on employee performance; (2) the effect of career development on employee performance; and (3) the simultaneous effect of recruitment and career development on employee performance at PT Monster Mart Indonesia. The study is expected to provide empirical evidence for human resource management practices in a technology-oriented retail business and to provide practical input concerning recruitment quality and employee development

Literature Review and Hypotheses

Recruitment

Recruitment refers to organizational activities intended to identify and attract prospective employees who meet established requirements. In practical terms, recruitment encompasses the identification of workforce needs, determination of candidate qualifications, selection of recruitment channels, and communication of employment opportunities. A recruitment process that is aligned with job requirements can increase the likelihood that employees entering the organization possess relevant knowledge, skills, and personal characteristics. Dinanty and Firdaus (2024) provide empirical support for the link between recruitment-related practices and employee performance.

Career Development

Career development concerns planned efforts that enable employees to expand their capabilities and prepare for current or future roles. It can take the form of training, seminars, mentoring, job enrichment, promotion opportunities, and clearer career pathways. A development system that is perceived as accessible and relevant may encourage employees to improve their competencies and apply them in their work. Qory and Zona (2022) and Widi

and Kusuma (2024) found significant positive relationships between career development and employee performance in their respective settings.

Employee Performance

Employee performance refers to the quality and quantity of work achieved by employees in accordance with responsibilities and organizational expectations. In this study, performance is reflected through questionnaire indicators related to the completion of work, quality, timeliness, responsibility, and achievement of work targets, as operationalized in the research instrument.

Research Hypotheses

H1: Recruitment has a positive and significant effect on employee performance at PT Monster Mart Indonesia.

H2: Career development has a positive and significant effect on employee performance at PT Monster Mart Indonesia.

H3: Recruitment and career development simultaneously have a positive and significant effect on employee performance at PT Monster Mart Indonesia.

METHODS

This research used a quantitative descriptive-verify approach with a survey design. The quantitative approach was selected because the study sought to measure the relationships among recruitment, career development, and employee performance through numerical data and statistical hypothesis testing (Sugiyono, 2022). The descriptive component was used to describe respondent characteristics and the tendency of responses, whereas the verify component was used to test the proposed relationships.

The research population consisted of 65 permanent employees of PT Monster Mart Indonesia. Because the population was relatively small, saturated sampling was applied, meaning that all 65 employees were included as respondents. Primary data were obtained through a structured questionnaire using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The instrument contained 26 statements: eight items for recruitment (X1), eight items for career development (X2), and ten items for employee performance (Y).

Before hypothesis testing, the instrument was evaluated through Pearson product-moment validity testing and Cronbach's alpha reliability testing. Classical assumption testing covered normality, multicollinearity, and heteroscedasticity; the regression model also reported the Durbin-Watson statistic. The inferential analysis consisted of simple linear regression for the partial relationships, multiple linear regression for the simultaneous model, t-tests for partial effects, the F-test for the simultaneous effect, and the coefficient of determination (R^2) to assess explanatory power. Data processing was conducted using SPSS.

RESULTS AND DISCUSSION

This section presents the findings of the study and discusses them in relation to the research objectives. The analysis begins with an overview of the respondents' demographic characteristics, followed by the presentation and interpretation of the research findings.

Respondent Characteristics

Before presenting the results of the analysis, the characteristics of the respondents are described to provide an overview of the sample involved in this study. The respondent characteristics include gender, age, educational background, and position, as presented in Table 1.

Table 1. Respondent Characteristics

Characteristic	Category	n	%
Gender	Male	26	40.00
	Female	39	60.00
Age	<25 years	29	44.62
	25–35 years	18	27.69
	36–45 years	12	18.46

Characteristic	Category	n	%
	>45 years	6	9.23
Education	SMA/SMK	40	61.54
	Diploma	4	6.15
	Bachelor	20	30.77
	Postgraduate	1	1.54
Position	Staff/Pelaksana	57	87.69
	Supervisor	6	9.23
	Assistant Manager	2	3.08

The respondent profile shows that women represented 60% of the sample and employees below 25 years represented 44.62%. Most respondents had SMA/SMK education (61.54%) and occupied staff/pelaksana positions (87.69%). The composition indicates that the empirical evidence is dominated by operational-level employees, which is relevant

because recruitment fit and opportunities for development may directly affect the group responsible for a large proportion of day-to-day activities.

Validity and Reliability

Table 2. Summary of Validity Test Results

Variable	Items	r-count range	r-table	Decision
Recruitment (X1)	8	0.755–0.842	0.244	All valid
Career development (X2)	8	0.784–0.938	0.244	All valid
Employee performance (Y)	10	0.800–0.896	0.244	All valid

Overall, the validity test results for all statement items across the three research variables indicate that all items are valid. A summary of the validity test results is presented as follows: all 8 statement items for the recruitment variable (X1) were found to be valid, all 8 statement items for the career development variable (X2) were valid, and all 10 statement items for the employee performance variable (Y) were valid.

In total, all 26 statement items across the three variables were declared valid, with the calculated r-values consistently exceeding the critical r-value (0.244) and a significance value of 0.001 (< 0.05). These results indicate that the questionnaire instrument used in this study is capable of accurately measuring the intended constructs.

Table 3. Summary of Reliability Test Results for All Variables

Variable	Cronbach's Alpha	Decision
Recruitment (X1)	0.922	Reliable
Career development (X2)	0.956	Reliable
Employee performance (Y)	0.960	Reliable

Based on Table 3, it can be concluded that all research variables demonstrated high levels of reliability. The recruitment variable (X1) obtained a

Cronbach's Alpha value of 0.922, the career development variable (X2) obtained a Cronbach's Alpha value of 0.956, and the employee performance

variable (Y) obtained a Cronbach's Alpha value of 0.960. All Cronbach's Alpha values exceeded 0.80, indicating that the three research instruments were highly reliable.

The high Cronbach's Alpha values obtained for all three variables indicate that the questionnaire instruments used in this study have a very high level of internal consistency and reliability. The

employees of PT Monster Mart Indonesia who participated as respondents provided consistent responses to the statement items in the questionnaire. Therefore, the resulting data can be considered reliable and suitable for use in subsequent analyses.

Descriptive Statistics

Table 4. Descriptive Statistics of Research Variables

Variable	Mean	Interpretation in the study
Recruitment (X1)	4.16	Good
Career development (X2)	4.31	Very good
Employee performance (Y)	4.38	Very good

The mean score for recruitment was 4.16, indicating generally favorable responses. Career development obtained a mean of 4.31, while employee performance recorded the highest mean among the three constructs at 4.38. The highest-rated recruitment item was X1.4 (4.32), whereas the lowest was X1.2 (4.02). For career development, X2.7 had the highest mean (4.40) and X2.1 the

lowest (4.15). For performance, Y.10 was highest (4.52) and Y.3 was lowest (4.31). These descriptive results indicate that respondents generally perceived the three areas positively even though the regression results show that their relationships with performance remain statistically meaningful.

Classical Assumption Tests

Table 5. Results of the Normality Test

Test	Result	Interpretation
Normality	Sig. = 0.200	Residuals meet the normality criterion
Multicollinearity	Tolerance = 0.261; VIF = 3.833	No indication of problematic multicollinearity
Heteroscedasticity	Residual pattern shows no clear systematic pattern	No evident heteroscedasticity
Durbin-Watson	2.002	No indication of autocorrelation

The assumption tests did not indicate a major violation that would prevent the regression analysis. The normality significance value was 0.200, while tolerance remained above 0.10 and VIF below 10. The residual pattern did not show a clear

systematic variance pattern, and the Durbin-Watson value of 2.002 was close to the conventional reference point of 2.

Effect of Recruitment on Employee Performance

Table 6. Results of Simple Linear Regression Analysis: Recruitment and Employee Performance

Statistic	Result
Regression equation	$Y = 19.906 + 0.719X_1$
Correlation (R)	0.638

R ²	0.407
t	6.582
Sig.	<0.001

The first hypothesis is supported by the data. The positive regression coefficient of 0.719 indicates that higher recruitment scores are associated with higher employee performance scores in the observed sample. The t statistic of 6.582 and significance below 0.001 indicate a statistically significant partial effect. The R² value of 0.407 means that recruitment alone accounts for 40.7% of the observed variance in employee performance in the simple regression model. The finding is consistent with Dinanty and Firdaus (2024), who reported a significant effect of

recruitment and selection on employee performance. It also corresponds with Novita et al. (2021), who found positive and significant relationships involving recruitment, career development, competence, and performance. In the context of Monster Mart, the result suggests that attention to job requirements and candidate fit is relevant to subsequent employee outcomes.

Effect of Career Development on Employee Performance

Table 7. Results of Simple Linear Regression Analysis: Career Development and Employee Performance

Statistic	Result
Regression equation	$Y = 19.176 + 0.716X_2$
Correlation (R)	0.675
R ²	0.456
t	7.265
Sig.	<0.001

The second hypothesis is also supported. The coefficient of 0.716 indicates a positive association between career development and employee performance. The t value of 7.265 with significance below 0.001 demonstrates a statistically significant partial effect. The R² of 0.456 indicates that career development explains 45.6% of the variance in employee performance in the simple regression model. This result is in line with Qory and Zona (2022), who found that career development positively and significantly affected employee

performance, and with Widi and Kusuma (2024), who identified career development as one of the significant predictors of employee performance. In practical terms, the finding supports the relevance of training, seminars, skill development, and clearer career pathways as components of employee development.

Simultaneous Effect of Recruitment and Career Development

Table 8. Simultaneous Effect of Recruitment and Career Development

Statistic	Result
Regression equation	$Y = 17.825 + 0.250X_1 + 0.513X_2$
R	0.685
R ²	0.469
Adjusted R ²	0.452
F	27.349
Sig.	<0.001

The third hypothesis is supported. The F value of 27.349 with significance below 0.001 indicates that recruitment and career development jointly have a statistically significant relationship with employee performance. The model's R^2 of 0.469 indicates that the two predictors jointly explain 46.9% of the observed variance in employee performance, while 53.1% is associated with factors outside the model. The Adjusted R^2 of 0.452 provides a more conservative estimate after considering the number of predictors and sample size. In the multiple regression equation, the career development coefficient (0.513) is larger than the recruitment coefficient (0.250). This difference should be read as a coefficient comparison within the specified

regression model, not as a general ranking of human resource practices.

The simultaneous finding extends the interpretation of the partial tests. Recruitment addresses the entry point of employees into the organization, while career development concerns capability growth after employees become part of the organization. When both are considered together, the model explains a larger proportion of performance variation than either predictor does in its separate simple regression model. The result is broadly compatible with Novita et al. (2021), who reported significant relationships involving recruitment and career development with employee competence and performance, while the present study contributes evidence from a new-retail/vending-machine company context.

Hypothesis Testing Summary

Table 9. Summary of Hypothesis Testing Results

Hypothesis	Path	Coefficient / F	t / F	Sig.	Decision
H1	Recruitment → Performance	0.719	6.582	<0.001	Supported
H2	Career development → Performance	0.716	7.265	<0.001	Supported
H3	Recruitment + Career development → Performance	—	27.349	<0.001	Supported

Table 9 summarizes the results of the three hypotheses concerning the effects of recruitment and career development on employee performance at PT Monster Mart Indonesia. Overall, all three hypotheses are supported, as indicated by significance values below 0.001. The results demonstrate that both recruitment and career development have statistically significant relationships with employee performance, both individually and simultaneously.

For H1, recruitment has a positive and statistically significant effect on employee performance, with a regression coefficient of 0.719

and a t-value of 6.582 ($p < 0.001$). This result indicates that higher recruitment scores are associated with higher employee performance scores in the observed sample. The finding suggests that recruitment-related aspects, including the suitability of job requirements and candidates, are relevant to employee performance at PT Monster Mart Indonesia.

For H2, career development also has a positive and statistically significant effect on employee performance. The regression coefficient is 0.716, with a t-value of 7.265 ($p < 0.001$). This finding indicates that employees who perceive better career

development opportunities tend to report higher levels of performance. Career development may therefore be relevant to employees' ability to improve their competencies and contribute effectively to organizational activities.

For H3, the simultaneous test shows that recruitment and career development jointly have a statistically significant effect on employee performance, as indicated by an F-value of 27.349 and a significance value below 0.001. This result indicates that the two independent variables collectively contribute to explaining variations in employee performance. The simultaneous finding complements the partial tests by showing that recruitment and career development are statistically meaningful when considered together within the regression model.

Taken together, the findings provide empirical evidence that recruitment and career development are both statistically associated with employee performance at PT Monster Mart Indonesia. Recruitment represents an important organizational process at the point of employee entry, while career development relates to employees' development after joining the organization. Considering these two aspects together provides a broader understanding of the factors associated with employee performance in the observed organizational context.

CONCLUSION

Recruitment has a positive and statistically significant effect on employee performance at PT Monster Mart Indonesia. The simple regression coefficient is 0.719, $t = 6.582$, $p < 0.001$, with $R^2 = 0.407$.

Career development has a positive and statistically significant effect on employee performance. The coefficient is 0.716, $t = 7.265$, $p < 0.001$, with $R^2 = 0.456$.

Recruitment and career development jointly have a statistically significant relationship with employee performance, with $F = 27.349$, $p < 0.001$, $R^2 = 0.469$, and Adjusted $R^2 = 0.452$.

The results indicate that human resource management at the studied company can benefit

from maintaining alignment between recruitment requirements and job needs while providing structured opportunities for employee capability and career development. Because 53.1% of the variance remains outside the model, future studies can examine additional factors such as motivation, compensation, leadership, work environment, workload, organizational commitment, or job satisfaction.

Practical Implications

- Recruitment should be strengthened through clearer job specifications, competency-based screening, and consistent assessment of candidate suitability before placement.
- Career development can be reinforced through structured training plans, periodic competency mapping, mentoring, and transparent information about development and promotion opportunities.
- Performance management can integrate recruitment and development information so that employees' initial competency profiles and subsequent development needs can be monitored over time.
- Future research should consider longitudinal designs and additional predictors because the present cross-sectional model leaves 53.1% of performance variation unexplained.

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