# The Effect of Recruitment, Selection, and Training on Employee Performance at PT. BPR Khrisna Darma Adipala

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Abstract

With a wide range of skills and abilities at work, employee success is one of the most important things that companies need to think about in order to get the best results. The study's goal is to find out how hiring, teaching, and choosing workers at PT. BPR Khrisna Darma Adipala affect how well they do their jobs. The research was carried out at PT. BPR Khrisna Darma Adipala. One hundred and forty people who worked at PT. BPR Khrisna Darma Adipala took part in this study. To find the sample, the saturation sampling method was used. The information for this study came from polls, conversations, notes, and written records. To do multiple linear regression analysis on the data in this study, SPSS version 25.0 is used. The study discovered that both hiring and selection have a good and significant effect on how well employees do their jobs at PT. BPR Khrisna Darma Adipala. Training has a big and good effect on how well employees do their jobs at PT. BPR Khrisna Darma Adipala.

Keywords: Recruitment; Selection; Training; Employee Performance
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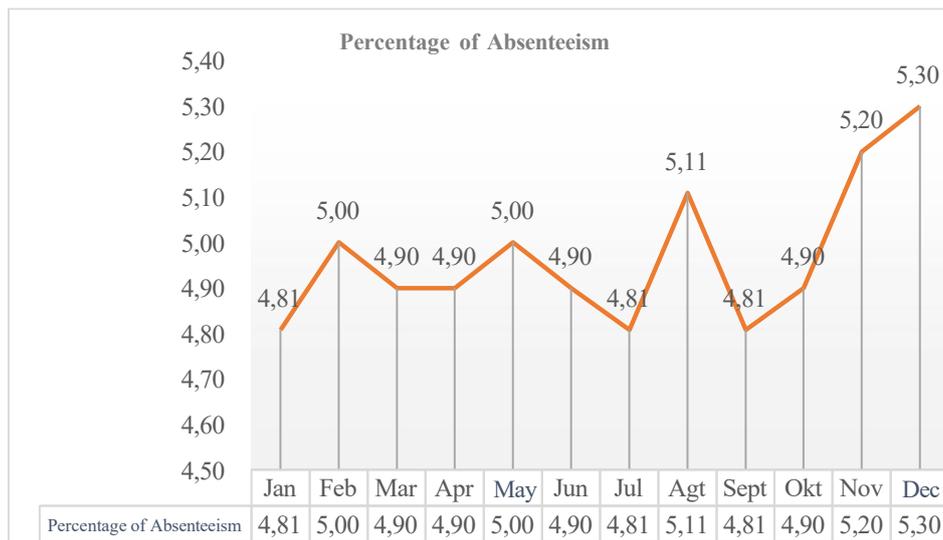
## 1.0 INTRODUCTION

In the era of globalization, human resources (HR) are very important in various organizations today. human beings who make a company grow and become better. Human resources working for a company are one of the company's most valuable assets, which shows how important they are in achieving their goals (Utami et al., 2024). Effective HR management is essential to advance business goals (Santovi, 2022). Human resource management regulates how humans act with the same goal to achieve success that will have an impact on the company. The success achieved in organizing through various activities to achieve goals depends on the aspect of human resources (Agustin, et al. 2021). The primary emphasis of the organization in enhancing employee performance is the knowledge and skills of its workers, which will decide and enhance their performance.

In general, performance describes the accomplishments that the company hopes to make in its operational process. The most crucial element that the business must take into account is performance (Saraswati, et al. 2024). Employee performance that shows good quality shows a step towards achieving organizational goals and objectives, so it must strive to improve employee performance (Saraswati & Widyani, 2021). Good work from employees is one of the ways a company achieves its goals (Clensia, dkk. 2020)

Banking finance company PT. BPR Khrisna Darma Adipala is a company that is a research center. PT. BPR Khrisna Darma Adipala is located at Jl. Ahmad Yani Utara No. 9, Darmasaba, Abiansemal District, Badung Regency. The company was established on October 10, 1991. The company PT. BPR Khrisna Darma Adipala helps people to borrow, save, and pay for various needs with money. PT. BPR Khrisna Darma Adipala is also a distributing bank, which means helping the community to get financial assistance. This assistance is then distributed to groups or communities in the community.

According to attendance data and staff performance evaluations, PT. BPR Khrisna Darma Adipala had a very good attendance percentage in 2023. The following is information on attendance at PT. BPR Khrisna Darma Adipala in 2023 in Figure 1:

**Percentage of Absenteeism**

| | Jan | Feb | Mar | Apr | May | Jun | Jul | Agt | Sept | Okt | Nov | Dec |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Percentage of Absenteeism | 4,81 | 5,00 | 4,90 | 4,90 | 5,00 | 4,90 | 4,81 | 5,11 | 4,81 | 4,90 | 5,20 | 5,30 |

Source: PT. BPR Khrisna Darma Adipala (2024)
**Figure 1. Employee Attendance Data at PT. BPR Khrisna Darma Adipala in 2023**

Based on employee performance assessments and attendance data at PT. BPR Khrisna Darma Adipala in 2023 which shows a high attendance rate. It is known that the average employee does not go to work in 2023 by 4.97%. According to Flippo (2019), an attendance rate of 3% to 10% is good, 10% to 30% is already high, and 10% or more is considered excessive, companies should really pay attention to this. The company sets the start time to start work at 08.00 WITA, with a grace period of 15 minutes. However, based on data, it is known that there is absenteeism with a high level of absenteeism in February, May, August, November, and the peak is in December with an average attendance rate of 5.30%. The high level of employee absenteeism, due to the many traditional and religious ceremonies in Bali, but is not included in the company's SOP at PT. BPR Khrisna Darma Adipala, this results in employees often being allowed not to come to work.

The hiring process is one of the most important things that affects how well employees do their jobs (Sundari, et al. 2024). Fitrianti and Prasada (2021) said that recruitment is a process to find or recruit new people who have the right skills and uphold company standards and values. Unfortunately, the hiring process does not always go according to the company's wishes. The company expects a certain number of applicants, but that number is not met. The same thing also happened at PT. BPR Khrisna Darma Adipala. People who are considered employees by the company PT. BPR Khrisna Darma Adipala turned out to be not the real person. Research by Badaruddin and Hidayat (2020) demonstrates that hiring practices have a positive impact on employees' work performance. However, Safitri and Budiyanto (2022) said that recruitment does not change how well employees do their jobs.

The next most important stage is the selection process, which is carried out after the recruitment process (Daning, 2020). In 2023, Kharisma and Wening said selection is a common stage for companies after the recruitment process to select prospective workers and place them in jobs that businesses need. Because the selection process is very important, it needs to be done correctly and carefully so that all practical tasks can be done correctly and the company's goals can be achieved. At PT. BPR Khrisna Darma Adipala after recruiting and selecting employees, it turns out that there are still employees who are not in accordance with their education level. Judging from the experience and education at PT. BPR Khrisna Darma Adipala is that experience and education are felt to be lacking, where there are still employees who have problems with the level of ability and education. Employees who do not receive the appropriate education can make other employees less productive. A study by Yanto and Sitio (2020) found that selection can improve employee work efficiency. On the other hand, Santovi (2022) said that selection does not affect how well employees do their jobs.

Because training has an impact on employee performance, businesses must take it seriously (Putri and Astuti, 2022). One more thing that affects employee success is training. There are other things that companies need to pay attention to if they want to improve the skills of employees and make them better at work. Regarding training at PT. BPR Khrisna Darma Adipala found problems judging from employee qualifications, namely the lack of employee participation in the training provided, then causing frequent errors at work and disrupting the company's operational processes. There was a change in the number of employees who decided to take part in training that was not in accordance with the shifts experienced by the employees in that role. Due to their lack of

understanding of the industry they work in, employees who do not participate in the company-mandated training may suffer negative consequences. According to research by Hermawati, et al. (2021), training makes employees better at their jobs. However, Syahputra and Tanjung (2020) said that training does not change how well employees do their jobs.

Looking at various things, that happened and previous research conducted at PT. BPR Khrisna Darma Adipala regarding how recruitment, selection, and training can affect employee performance. Therefore, the researcher wants to conduct a study entitled "The Influence of Recruitment, Selection, and Training on Employee Performance at PT. BPR Khrisna Darma Adipala".

## 2.0 LITERATURE REVIEW

### Goal Setting Theory

The idea of goal setting was first put forward by Edwin Locke in 1968. According to this theory, a person's behavior can be influenced by two types of thoughts, namely values and plans (goals). The goal-setting theory according to Kristanti and Pangastuti (2019) emphasizes how important it is for employees to be able to relate the goals given to them with the expected success from them. Based on this goal-setting theory, People make plans about what they want to do or how they want to act in the future, and those plans affect the way they act. In addition, goal-setting theory shows the relationship between goals and performance. Goals are considered the target of work that a person wants to achieve.

Approach in goal setting theory, can ensure employees understand the goals that must be achieved and have the necessary tools, skills and abilities to achieve them. Employee performance in a company is assumed as a goal, while the variables of recruitment, selection and training are the determining factors for an individual's success in achieving goals. Employees will work harder and more efficiently if they have clear goals and achievable tasks. This will improve the overall performance of the company.

### Recruitment

Ariska and Fulkhanifah (2023) said recruitment is the process of finding or attracting people who want to work for a company and meet the required requirements. In an organizational environment, recruitment is the process of filling a job vacancy with someone from inside or outside the company. Thus, recruiting people is an HR task that cannot be separated from other tasks, such as writing job descriptions and job specifications, which contains a list of the main tasks performed by workers (Pangkey, et al. 2019). According to Setyawati et al. (2019), the three indicators of recruiting are locating the right person, selecting the right person, and putting the right person. Dewi and Sunny observed in 2023 that there is a significant and favorable effect on how successfully individuals do their professions. As opposed to the study conducted by Ikwan et al. (2024), which claimed that recruiting employees had a detrimental effect on their performance. But this differs from what Syaifullah and Sutapa (2023) discovered, which is that hiring new employees has no effect on their performance in their current positions.
H1: Recruitment has a positive effect on Employee performance

### Selection

Selection is a process in which companies select people from a pool of applicants who meet the standards and selection factors that take intoaccount the work environment (Clensia, et al. 2022). Labor selection refers to the steps to select individuals who meet the criteria and in accordance with the requirements that have been determined by the company. According to Yanto & Sitio (2020) who stated that there are five selection indicators, namely: education, experience, physical condition, written test, and interview. Indriati and Jana's study from 2022 shows that choice has a good influence on how well employees do their jobs. This contrasts with Mansur et al.'s (2022) study, which found that elections may impair worker performance. In contrast to Caniago et al.'s 2023 study, which found no correlation between elections and employee success.
H2: Selection has a positive effect on employee performance

### Training

Companies can help their workers do their jobs better by providing them with training that helps them learn new skills and get better at skills that are useful for their jobs (Apriliana & Nawangsari, 2021). The training itself is specifically designed to strengthen the skills of its employees such as knowledge, experience or changes in a person's attitude at work to gain knowledge and abilities related to the job. Setyawati et al. (2019) said that there are five signs of training, namely teachers, students, resources, methods, and goals. Research by Zillah, et al. in 2022 shows that training makes employees better at their jobs. This is not the same as the research of Anggono and Teng (2024) which said that training makes employees less productive. In contrast, Ridha and Nuryadin's 2023 study said training did not change how well employees did their jobs.
H3: Training has a positive effect on employee performance.

**Employee Performance**
Employee success is important for businesses because it affects how much revenue the business has (Amegayibor, 2021). In an uncertain business environment, improving staff performance helps companies make progress so that they can keep moving forward in a variety of situations. If the quality of employees' work is good, the work they produce will also be good. If the quality of employees' work is poor, the work they produce will decrease. Sinaga and Hidayat (2020) said there are four signs of good training: quality, quantity, speed, and usability.

**Framework**
To get a clear picture of how recruitment, training, and selection affect how well employees do their jobs at PT. BPR Khrisna Darma Adipala, research can show Figure 2:
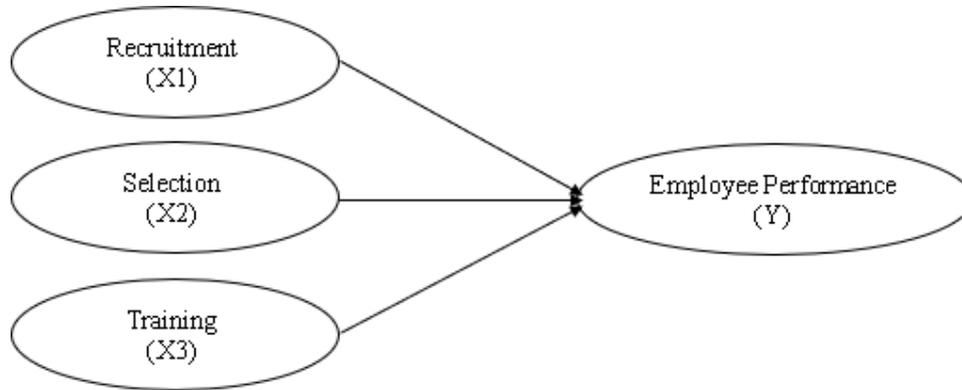


Source: 2024 processed data
**Figure 2. Framework of Thought**

## 3.0 METHODOLOGY

**Research Object**
At PT. BPR Khrisna Darma Adipala which is located at Jl. Ahmad Yani Utara No. 9, Darmasaba, Abiansemal District, Badung Regency, Bali, this research was carried out.

**Population and Sample**
The study group and sample consisted of 40 employees of PT. BPR Khrisna Darma Adipala. The group was chosen using the saturation sampling technique.

**Data Source**
Original and secondary data are the two categories of data utilized in this research. A survey, which is primary data, was provided to the staff of PT. BPR Khrisna Darma Adipala to complete. This data provides additional information on employee performance, the number of employees, and other information that may be utilized to assist this study.

**Data Collection Techniques**
The methods used in data collection are through interviews, observations, documentation, and questionnaires to collect data accurately and in detail.

**Data Analysis Techniques**
Multiple linear regression testing is the test used in this investigation, which is a way to estimate how much dependent and independent factors influence each other or find their impact.

## 4.0 RESULTS AND DISCUSSION

**Characteristics Respondent**

**Table 1. Characteristics Respondent**

| Characteristic | Category | Frequency | Presented (%) |
|---|---|---|---|
| Gender | Man | 12 | 30 % |
| | Woman | 28 | 70 % |
| | Total | 40 | 100 % |
| | < 25 Years | 14 | 35 % |

| Characteristic | Category | Frequency | Presented (%) |
|---|---|---|---|
| Age | 26-35 Years | 21 | 52.5 % |
| | 36-46 Years | 5 | 12.5 % |
| | Total | 40 | 100 % |
| Working Period | < 2 Years | 1 | 2.5 % |
| | >10 Years | 21 | 52.5 % |
| | 2-5 Years | 14 | 35 % |
| | 6-10 Years | 4 | 10 % |
| | Total | 40 | 100 % |
| Education | Diploma | 2 | 5 % |
| | S1 | 20 | 50 % |
| | High School/Vocational School | 17 | 42.5 % |
| | SMP | 1 | 2.5 % |
| | Total | 40 | 100 % |

Source: Data processed by SPSS 2024

Table 1 demonstrates that women make up the majority of respondents with the greatest gender characteristics, with 28 respondents, or 70% of the total. This indicates that women control the organization. The age group that gave the most responses, which was 52.5%, was 26 to 35 years old. This shows that employees of PT. BPR Khrisna Darma Adipala is very effective and resilient. The fact that most respondents have a bachelor's degree shows that PT. BPR Khrisna Darma Adipala has a well-trained recruitment manager. Most of the respondents have worked at PT. BPR Khrisna Darma Adipala for more than 10 years, which shows that the people who work there are skilled and have a lot of experience.

**Preliminary Test Validity**

According to the study's validity test, every question pertaining to the variables of hiring, training, and job performance had a coefficient value higher than 0.3 and a significance level below 0.05. The indicators in this study are all correct, which means they can be used as research tools.

**Reliability Test**

One of the tests in this research revealed that every question on the hiring, firing, training, and employee success factors had a Cronbach Alpha score higher than 0.6. We can say that the factors in this study are good enough to be used as a research tool because the questionnaire used is good.

**Classical Assumption Test Normality Test**

Table 2. Normality Test Results

| | | *Unstandardized Residual* |
|---|---|---|
| *N* | | 40 |
| *Normal Parameters[a,b]* | *Mean* | 0,0000000 |
| | *Std. Deviation* | 0,98909428 |
| *Most Extreme Differences* | *Absolute* | 0,096 |
| | *Positive* | 0,084 |
| | *Negative* | -0,096 |
| *Test Statistic* | | 0,096 |
| *Asymp. Sig. (2-tailed)* | | 0,200[c,d] |

Source: Data processed by SPSS 2024

The findings of the Kolmogorov-Smirnov normalcy test were Asymptotic. A two-tailed significance level of 0.200 is higher than 0.05. As a result, we may state that the variable is regularly distributed. When a value is larger than 0.05, it means that the data is distributed regularly.

**Multicollinearity Test**

Table 3. Multicollinearity Test Results

| Variable | *Collinearity Statistics* | | Information |
|---|---|---|---|
| | *Tolerance* | VIF | |
| Recruitment | 0,690 | 1.449 | Free of symptoms of multicollinearity |

| Variable | Collinearity Statistics | | Information |
|---|---|---|---|
| | Tolerance | VIF | |
| Selection | 0,692 | 1.445 | Free of symptoms of multicollinearity |
| Training | 0,979 | 1.021 | Free of symptoms of multicollinearity |

Source: Data processed by SPSS 2024

The VIF score is less than 10, while the cut-off values for training, recruiting, and selection are all more than 0.10. Table 2 illustrates this. In other words, the multiple regression model shows no indications of multicollinearity.

## Heteroscedasticity Test

### Table 4. Heteroscedasticity Test Results

| Variable | Sig. | Information |
|---|---|---|
| Recruitment | 0,269 | Free of symptoms of heteroscedasticity |
| Selection | 0,678 | Free of symptoms of heteroscedasticity |
| Training | 0,222 | Free of symptoms of heteroscedasticity |

Source: Data processed by SPSS 2024

Based on Table 4, it shows a significant value of > 0.05 for residual obsolete (ABSRES) per area. Thus, the regression model does not show heteroskedasticity vibrations, so the free variable is feasible to predict the bound variable.

## Multiple Linear Regression Analysis

### Table 5. Multiple Linear Regression Analysis Results

| Variable | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | 1,467 | 1,623 | | 0,903 | 0,372 |
| Recruitment | 0,564 | 0,125 | 0,486 | 4.501 | 0,000 |
| Selection | 0,242 | 0,066 | 0,395 | 3.664 | 0,001 |
| Training | 0,197 | 0,052 | 0,346 | 3.823 | 0,001 |

Source: Data processed by SPSS 2024

The multiple linear regression equation derived from Table 5 looks like this:

$$Y = 1.467 + 0.564X_1 + 0.242X_2 + 0.197X_3$$

The equation above may be expressed as follows:

a = 1,467 states the success of employees (Y) at PT. BPR Khrisna Darma Adipala will increase if the three numbers for recruitment ($X_1$), selection ($X_2$), and training ($X_3$) are all zero.

$b_1$ = +0.564 means that if recruitment ($X_1$) increases by one-unit (1), selection ($X_2$) remains the same, and training ($X_3$) increases, then employee performance (Y) increases. In other words, every new employee at PT. BPR Khrisna Darma Adipala will be able to make employees better at their jobs.

$b_2$ = +0.242 indicates that if the selection ($X_2$) increases by one-unit (1) and the recruitment ($X_1$) and training ($X_3$) remain the same, then the performance of the employee (Y) increases. This means that every increase in choosing can make employees of PT. BPR Khrisna Darma Adipala works better (Y).

$b_3$ = +0.197 indicates that if training ($X_3$) increases by one unit (1) and placement ($X_1$) and selection ($X_2$) remain the same, then employee performance (Y) will increase by 0.197 units. This means that every additional hour of training will make employees work better at PT. BPR Khrisna Darma Adipala.

## Multiple Correlation Analysis Results

### Table 6. Multiple Correlation Analysis Results

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | 0,843a | 0,711 | 0,686 | 1,02948 |

Source: Data processed by SPSS 2024

Table 5 shows that there is a correlation (R) of 0.843 between the two. There is a substantial correlation between hiring, training, and employee performance at PT. BPR Khrisna Darma Adipala, as shown by the value R = 0.843, which falls between 0.80 and 1,000. Determination Coefficient Analysis ($R^2$).

Table 7. Multiple Correlation Results

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | 0,843a | 0,711 | 0,686 | 1,02948 |

Source: Data processed by SPSS 2024

As can be seen in Table 6, this study gives a modified R2 figure of 0.686, which is 68%. This shows that there is a difference of 68% in the relationship between recruitment, training, and employee success at PT. BPR Khrisna Darma Adipala. While the other 31.4% was caused by things unrelated to this study.

## Simultaneous Test (Test F)

Table 8. Simultaneous Test (Test F)

| | Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression Residual | 93,670 | 3 | 31,223 | 29,461 | 0,000b |
| | Total | 38,154 | 36 | 1,060 | | |
| | | 131,824 | 39 | | | |

Source: Data processed by SPSS 2024

The table indicates that the F test is less than α = 0.05, with a F value of 29.461 and a significance value of 0.000. This indicates that this research can make use of the model. The F test indicates that PT. BPR Khrisna Darma Adipala staff performance is impacted by hiring, training, and selection.

## Hypothesis Test (Test t)

Table 9. Hypothesis Test

| Variable | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | 1,467 | 1,623 | | 0,903 | 0,372 |
| Recruitment | 0,564 | 0,125 | 0,486 | 4,501 | 0,000 |
| Selection | 0,242 | 0,066 | 0,395 | 3,664 | 0,001 |
| Training | 0,197 | 0,052 | 0,346 | 3,823 | 0,001 |

Source: Data processed by SPSS 2024

Based on Table 8, it can be described as follows:

a. The variable's t-value is 4.501, and its significance value is 0.000, both of which are less than α = 0.05. This demonstrates that H0 is untrue and H1 is true. This demonstrates that hiring new staff members has a positive and significant impact on worker performance at PT. BPR Khrisna Darma Adipala, which is why H1 was approved.

b. The significant value of 0.001 and the t-value of 3.664 for the choice variable are less than α = 0.05. This indicates that H1 is right and H0 is wrong. This demonstrates that PT. BPR Khrisna Darma Adipala's performance is positively impacted by the election, proving that H2 is accurate.

c. This variable's t-value is 3.823, and its significance value is 0.001, both of which are less than α = 0.05. This demonstrates that H0 is true and H1 is untrue. H3 is correct as this demonstrates how the training improves employees' performance at PT. BPR Khrisna Darma Adipala.

## Discussion
### The Effect of Recruitment on Employee Performance

Employee performance was found to be impacted by PT BPR Khrisna Darma Adipala's hiring practices. The t-number is 4.501, and the significance level is 0.000, which is less than α = 0.05. Thus, H0 is untrue while H1 is true. Lastly, we may state that H1 is true and H0 is false. This indicates that hiring new employees has a significant positive impact on their performance.

The study's findings demonstrated a positive correlation, indicating that workers' performance improves with management's ability to choose the best candidates for PT. BPR Khrisna Darma Adipala. Recruitment is a process that most affects the decision of leaders in selecting prospective employees with good potential. Through proper and careful recruitment, companies can find employees with the ability and educational background as well as experience of a person to be able to work so that they can improve quality or performance in carrying out their duties. Therefore, recruitment must be considered with caution and care, because recruitment is the first

step in producing quality employees. Hartono (2019), Widyani & Putra (2020), and Dewi & Sunny (2023) all conducted research that showed that hiring new employees had a good influence on their performance at work.

### The Effect of Selection on Employee Performance

The t-test, which has a value of 3.664 and a significance level of 0.001, which is less than $\alpha = 0.05$, indicates a link between selection and employee achievement at PT. BPR Khrisna Darma Adipala. Thus, H0 is untrue while H1 is true. One may argue that PT. BPR Khrisna Darma Adipala workers' performance is greatly and favourably impacted by the selecting process.

There seems to be a positive correlation between how well companies recruit people and how well PT. BPR Khrisna Darma Adipala did their job. Selection is one of the activities carried out by the organization after the recruitment process to find out the extent of the abilities and skills possessed by the employees in the answers occupied. People who have the right skills and abilities for the job can be found if the hiring process is good. So, leaders need to be very careful during the hiring process to get the best workers.

Three studies (Indriati & Jana 2022, Pratama & Mildawani 2022, and Haryadi 2021) support this. They found that choice had a good and significant influence on employee success.

### The Effect of Training on Employee Performance

The results of the t-test show that training does affect the performance of PT BPR Khrisna Darma Adipala employees. The significance value of the t-test is 0.001 which is smaller than $\alpha = 0.05$. That is, H0 the influence is not very strong. So, H1 is correct and H0 is false. This means that the training has a great and positive influence on the performance of PT BPR Khrisna Darma Adipala employees.

The results of this study show that the better the training provided by PT. BPR Khrisna Darma Adipala to its employees, the better the results of their work will be. Training is one of the things that managers do to their employees to help them become better at carrying out their jobs. Workers will learn new things through training activities that will help them to continue to grow and provide the best results when they are working. Therefore, it is important for workers to follow the training instructions correctly so that they can better understand the material provided by the trainers.

Researchers Saputra, et al. (2020), Sukmawati, et al. (2020), and Zillah, et al. (2022) found that training has a good and significant influence on how well employees do their jobs.

### The Influence of Recruitment, Selection, and Training on Employee Performance

There is something interesting about the F test on the job variable (X1), the selection variable (X2), and the training variable (X3) on employee success (Y). The F value is 29.461 and the significance level is 0.000. This shows how recruitment, selection, and training all affect how well employees do their jobs at PT. BPR. Khrisna Darma Adipala.

This means that the better the recruitment, training, and selection methods that the company applies to develop employees, the better the success of the employees in helping the company achieve its goals. The more people that are hired, the more people that are hired, it will have an impact on how well the worker does his job and meets the standards and goals set by the company. Selection has a huge influence on how well employees do their jobs, which means good selection practices tend to create good employees. If training is given and followed correctly by all employees, it will help them learn better and do their jobs better.

Several studies conducted by Hartono (2019) support this research. They found that employee recruitment had a positive effect on employee performance. A study conducted by Indriati and Jana in 2022 found that hiring makes employees better at their jobs. In addition, Saputra et al. (2020) found that training helps employees do their jobs better.

## 5.0 CONCLUSION

### Conclusion

Based on the description above, it can be explained about the influence of job placement, selection, and training on the success of PT. Khrisna Darma Adipala as follows:

1. The recruitment of new employees at PT. BPR Khrisna Darma Adipala has a good and significant influence on employee performance. Companies have a better chance of getting applicants with good results at PT. BPR Khrisna Darma Adipala if the company does a good job of recruiting.
2. At PT BPR Khrisna Darma Adipala, selection has a good and significant influence on how well employees carry out their duties. The better PT. BPR Khrisna Darma Adipala in choosing prospective employees, the better the performance of the employees.

3.  Training at PT BPR Khrisna Darma Adipala has a great and good influence on how well employees do their jobs. PT. The better the training that the company provides to its employees to improve their abilities and skills, the better the work done by the employee at PT. BPR Khrisna Darma Adipala.

### Limitations

Based on the findings above, this study has several weaknesses, namely it is only conducted at PT BPR Khrisna Dharma Adipala. It is hoped that other experts can develop this topic. This research discusses more of three factors: recruitment, selection, and training. To understand employee success holistically, other researchers should add more variables.

### Suggestion

Using the findings and limitations above as a guide, the leaders of PT. BPR Khrisna Darma Adipala can think of the following ideas regarding how recruitment, training, and selection affect employee performance:

1.  Leaders in recruiting employees, the company pays attention to the selection process in recruiting clearly in order to get prospective employees in accordance with the expectations of company management.
2.  Leaders to pay more attention to the physical health of prospective employees before they are actually accepted to occupy a position so that there are no obstacles in carrying out their duties and responsibilities and avoiding unwanted things in carrying out the company's operational processes.
3.  Leaders further motivate their employees to take part in training held by the company to be able to add insight and improve the abilities and skills of their employees.
4.  It is hoped that future researchers will further expand the scope of variables used such as individual characteristics, organizational climate, organizational culture or other variables that can affect employee performance.

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