

Analysis of Recruitment and Training Effects on Employee Performance and Its Implications for Innovation at PT Paragon Pontianak

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ARTICLE INFO

Keywords: Recruitment, Training, Employee Innovation, Employee Performance

Received : 8, April

Revised : 20, May

Accepted: 15, June

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ABSTRACT

The rapid expansion of Indonesia's cosmetic industry has heightened the need for companies to implement effective human resource management strategies, particularly those that foster innovation and enhance employee performance. This study examines the influence of recruitment and training on employee innovation and performance at PT Paragon Technology and Innovation, Pontianak Branch. Employing a quantitative approach with a causal associative design, recruitment and training are positioned as independent variables, innovation as a mediating variable, and employee performance as the dependent variable. The research sample comprised 100 employees, selected through purposive sampling with a minimum of six months' work experience at the company. Data collection was conducted using a five-point Likert scale questionnaire, while data analysis utilized multiple linear regression and mediation analysis with EViews version 10. The results reveal that both recruitment and training have positive and significant effects on employee innovation, and innovation itself has a significant impact on employee performance. Furthermore, recruitment and training also exert an indirect influence on performance through innovation as a mediating variable. These findings underscore the importance of adopting effective recruitment and training strategies to cultivate innovation and, consequently, improve overall employee performance. Effective HR practices are thus essential for sustaining innovation and competitiveness in the cosmetic industry

INTRODUCTION

Indonesia is currently experiencing significant population growth, accompanied by increasing public awareness regarding appearance and skin health. This has led to a surge in demand for cosmetic products. Data from the Coordinating Ministry for Economic Affairs (2024) records a national cosmetic industry growth rate of 21.9%, with the number of companies rising from 913 to 1,010 by mid-2023.

Within this competitive industry landscape, PT Paragon Technology and Innovation, Pontianak Branch, has become one of the companies actively developing human resource-based innovations. In addition to being known for brands such as Wardah, Make Over, OMG, and Kahf, this branch stands out for its employee involvement in internal innovation, including initiatives like the Employee Idea Forum and case-based training programs. For example, the distribution team successfully proposed the integration of a digital delivery system to address logistical barriers between regions in West Kalimantan – an initiative originating from the operational, rather than managerial, level.

The selection of PT Paragon Pontianak as the object of this study is based on its approach, which positions innovation as an integral part of its recruitment, training, and performance assessment systems. An internal survey indicates that 70% of employees consider the evaluation process constructive, while 65% feel that training supports idea development. However, challenges remain, such as a 15% employee turnover rate and a misalignment between training materials and actual needs.

This study aims to explore how recruitment, training, and evaluation influence employee innovation and performance. Innovation is regarded not as a spontaneous outcome, but as the product of an HR management system that encourages creativity. According to Widayat et al. (2023) and Nathasia Laurenci Panaha (2022), appropriate recruitment results in high-quality human resources. Al-Tit et al. (2022), as well as Rizky and Ramdhani (2019), emphasize the importance of recruitment approaches based on innovation and creativity.

Training is also a key factor. Lourensius et al., Radito (2021), and Marjaya & Pasaribu (2019) highlight the importance of aligning training content and methods to foster innovation. Performance evaluation should also reflect indicators of loyalty and responsibility (Widiaswari et al., 2021), as well as promote improved performance and new ideas (Rifqiati, 2022; Pramono, 2020).

Performance is viewed as the outcome of a strategic HR system. Fair assessments and support for innovation create a work environment oriented toward continuous improvement. According to Baron and Kenny (1986) and Hatane (2015), performance can serve as a link between managerial inputs and organizational outputs. Innovation here is seen as a systematic process for creating added value, as stated by Kusuma et al. (2021), Dewi and Wibawa (2022), and Saputra et al. (2024).

LITERATURE REVIEW

Employee Recruitment and Its Relationship with Innovation

Recruitment is an essential component of human resource management that plays a critical role in determining the initial quality of the workforce. More

than merely filling vacant positions, this process serves as a strategic step in shaping employee characteristics that align with the organization's vision and culture. Widayat et al. (2023) state that effective recruitment encompasses workforce planning, the establishment of qualifications, candidate selection, and integration into the work environment.

Al-Tit et al. (2022) argue that recruitment strategies based on competencies and innovation can enhance an organization's adaptive capacity. The emphasis is not solely on experience or educational background, but also on creative thinking potential and problem-solving abilities, which can foster an innovative work environment. Rizky and Ramdhani (2019) reinforce this view by stating that incorporating innovation indicators in employee selection can create a competitive advantage for organizations.

In this study, recruitment is assumed to have a direct influence on innovation. Firman et al. (2024) highlight the importance of considering soft competencies, such as an innovative orientation, risk-taking ability, and divergent thinking skills, particularly in dynamic industries like cosmetics.

Selecting individuals with collaborative traits is also vital in fostering innovative synergy. Innovation does not arise solely from individuals, but from team interaction and collaboration. Therefore, personal values, communication skills, and cognitive flexibility should be considered from the selection stage.

In the context of PT Paragon Technology and Innovation Pontianak Branch, strategic and innovation-oriented recruitment forms the foundation for building a progressive work culture that adapts to market and technological dynamics.

Employee Training as the Foundation of Innovation

Training is a strategic instrument for human resource development that not only enhances technical competencies but also cultivates a culture of innovation. Training programs should be able to promote organizational learning and adaptation to change.

Pratiwi and Fauzi (2023) state that case-based and interactive training is more effective in shaping innovative behavior. Marjaya and Pasaribu (2019) add that training tailored to task context and organizational needs is more successful than generic training.

In this study, training is positioned as an independent variable influencing employee innovation. Saputra et al. (2024) explain that the consistency of training programs encourages self-directed learning, which leads to sustainable innovation.

In the cosmetics industry, training that is designed to adapt to trends and technology is crucial. Training content must be relevant to market developments and organizational needs, involving competent trainers and innovative learning methods.

Post-training evaluation is also essential in determining its effectiveness. Training indicators in this study include the relevance of materials, facilitator competence, effectiveness of methods, and the impact on the development of new ideas.

Employee Innovation as the First Endogenous Variable

Employee innovation is the actualization of an individual's ability to generate new ideas that benefit the organization. According to Klein and Bhagat in Kusuma et al. (2021), innovation involves creativity, collaboration, and adaptation.

A supportive work environment, open leadership, and continuous training are the main driving factors. Dewi and Wibawa (2022) state that innovation enhances work efficiency and provides a competitive advantage.

In this study, innovation is the first endogenous variable (Y1), influenced by recruitment and training, and in turn, affects performance (Y2). According to Saputra et al. (2024), innovation acts as a bridge between human resource management and performance outcomes.

Indicators of innovation include the frequency of new ideas, involvement in problem-solving, and cross-departmental collaboration. Kusuma et al. (2021) emphasize that the tangible impact of ideas is a measure of innovation's success.

Organizations must build systems that encourage organic innovation through empowerment, reward systems, and inspirational leadership. In the cosmetics industry, innovation is crucial to respond to market dynamics and strengthen competitive positioning.

Employee Performance as the Second Endogenous Variable

Performance represents the tangible contribution of individuals to the organization. According to Robbins and Judge (2021), performance encompasses work outcomes based on established standards, both quantitatively and qualitatively.

Performance is influenced by competence, motivation, work systems, leadership, and rewards. In this study, performance is the second endogenous variable (Y2), influenced by employee innovation.

Kusuma et al. (2021) state that an innovative culture drives productivity and adaptability. Performance indicators include productivity, punctuality, discipline, responsibility, and adaptability to change.

An effective evaluation system, including regular feedback and monitoring, is part of the performance indicators. Hatane (2015) asserts that performance evaluation strengthens the quality and sustainability of individual performance.

In the context of PT Paragon Pontianak Branch, performance is a critical element in maintaining product quality, service, and customer satisfaction. Innovation is a prerequisite for achieving superior performance in trend-driven industries such as cosmetics.

Research Hypotheses

- H1: The employee recruitment process has a positive and significant effect on employee innovation.
- H2: The employee training process has a positive and significant effect on employee innovation.
- H3: Employee innovation has a positive and significant effect on employee performance.

H4: The employee recruitment process has a positive and significant effect on employee performance through employee innovation as a mediating variable.

H5: The employee training process has a positive and significant effect on employee performance through employee innovation as a mediating variable.

This model of the relationships between variables demonstrates that recruitment and training affect performance indirectly through innovation. Innovation serves as a crucial bridge, ensuring that organizational investment in human resource management has a tangible impact on performance. This understanding is essential for designing employee development strategies that are oriented not only toward task completion but also toward value creation and competitive advantage.

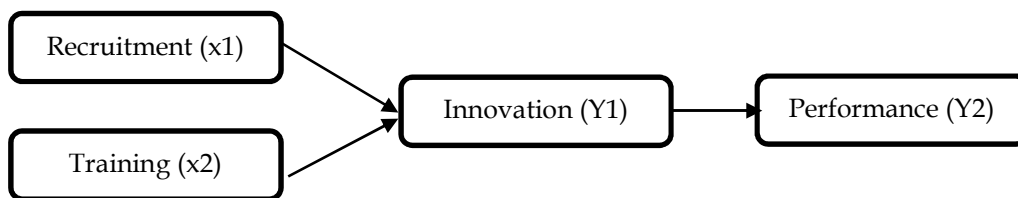


Figure 1. Conceptual Framework

METHODOLOGY

Research Methodology

This study employs a quantitative approach with a causal associative research design, aiming to examine cause-and-effect relationships between independent and dependent variables, both directly and through a mediating variable.

Research Instrument

The primary instrument used in this research is a closed-ended questionnaire employing a five-point Likert scale. The questionnaire is designed to measure respondents' agreement levels with statements that represent indicators of each research variable. Employee performance is operationalized in two main dimensions: work productivity and performance evaluation. Productivity indicators include achievement of work targets, quality of work results, punctuality, initiative, and responsiveness to challenges. The performance evaluation dimension includes feedback, leadership, loyalty, responsibility, and compliance with work regulations.

Data Collection Process

The population for this study comprises all employees of PT Paragon Technology and Innovation, Pontianak Branch, who have worked for at least six months. This criterion ensures that respondents are sufficiently familiar with the company's internal systems and have participated in company training programs. Sampling was conducted using purposive sampling, targeting employees actively involved in training programs and innovative company activities. The total sample consists of 100 respondents, selected to ensure representation and efficiency in field research implementation.

Data Analysis Process / Hypothesis Testing

Data processing and analysis were conducted using EViews version 10 software. The primary analysis technique used is multiple linear regression to test the direct relationships between variables, and mediation analysis to assess the indirect effects of recruitment and training on performance through innovation as a mediating variable. Prior to hypothesis testing, the data were subjected to classical assumption tests, including normality (Jarque-Bera), multicollinearity (Variance Inflation Factor), heteroscedasticity (White/Glejser Test), and autocorrelation (Breusch-Godfrey LM Test). The results indicate that the data meet the eligibility criteria for regression analysis.

Data Presentation Process

The results of data analysis are presented in tables and figures, detailing the relationships among recruitment, training, innovation, and performance. Regression coefficients, significance levels, and mediation effects are clearly displayed to support the hypothesis testing and provide a comprehensive understanding of the findings.

Additional Notes

It should be emphasized that the "evaluation" variable, which was initially planned as a separate independent variable, has been conceptually and technically incorporated as an indicator within the performance construct, following revision guidelines. As a result, it does not appear as a stand-alone variable in the structural or conceptual model.

RESULTS

Table 1. Respondent Characteristics

Category	Item	f	%
Gender	Male	52	52.17%
	Female	48	47.83%
	Total	100	100%
Last Education	Bachelor's Degree	70	69.57%
	Diploma	30	30.43%
	Total	100	100%
Length of Service	> 3 years	26	26.09%
	6 months - 1 year	26	26.09%
	1-3 years	22	21.74%
	< 6 months	22	21.74%
	6 months - 1 year, 1-3 years	4	4.35%
	Total	100	100%
Age	25-27 years	65	65.22%
	21-24 years	35	34.78%
	Total	100	100%

Table 2. Standardized Loading Factor (SLF), Construct Reliability (CR), and Average Variance Extracted (AVE) Values in the Research Model

Construct	Items	SLF	CR	AVE
Recruitment (X1)	Recruitment planning is well structured	0.83	0.89	0.66
	Recruitment method matches company needs	0.85		
	Selection procedure is fair and transparent	0.81		
	Candidates are selected based on competence	0.82		
Training (X2)	Training is aligned with job responsibilities	0.86	0.91	0.72
	Training increases employee competence	0.88		
	Trainers are competent and engaging	0.85		
	Training encourages creativity	0.82		
Innovation (Y1)	Employees submit new ideas regularly	0.87	0.92	0.74
	Employees collaborate in solving problems	0.89		
	New ideas are implemented effectively	0.88		
	Creative initiatives are supported	0.84		
Performance (Y2) <i>(incl. evaluation)</i>	Employees achieve work targets	0.85	0.91	0.70
	Evaluation criteria are clearly defined	0.87		
	Feedback helps improve performance	0.86		
	Employees show responsibility and integrity	0.81		

The results of the measurement model testing indicate that all constructs in the study meet the criteria for convergent validity and construct reliability based on SEM analysis. All Standardized Loading Factor (SLF) values range from 0.81 to 0.89 (> 0.70), showing strong indicator validity. Construct Reliability (CR) values for each construct are between 0.89 and 0.92 (> 0.70), reflecting high internal consistency. Average Variance Extracted (AVE) values range from 0.66 to 0.74 (> 0.50), confirming adequate explanatory power.

The Innovation construct (Y1) demonstrates the highest CR (0.92) and AVE (0.74), making it the most robust. The Performance construct (Y2) remains valid and reliable after integrating evaluation indicators (CR 0.91; AVE 0.70). Recruitment (X1) and Training (X2) also show strong results with CR > 0.89 and AVE > 0.66 .

Overall, these results confirm that all research instruments meet the required measurement standards and are reliable for further analysis.

Tabel 3. Descriptive Statistics.

	X1	X2	Y1	Y2
Mean	4.291000	4.330000	4.167000	4.254500
Median	4.300000	4.375000	4.200000	4.200000
Maximum	5.000000	5.000000	5.000000	5.000000
Minimum	3.100000	3.375000	3.100000	3.562500
Std. Dev.	0.423572	0.396290	0.436944	0.366527
Skewness	-0.386783	-0.258282	-0.117580	0.226096
Kurtosis	3.179495	2.473797	2.643220	2.146322
Jarque-Bera	2.627601	2.265534	0.760804	3.888516
Probability	0.268797	0.322141	0.683587	0.143093
Sum	429.1000	433.0000	416.7000	425.4500
Sum Sq. Dev.	17.76190	15.54750	18.90110	13.29985
Observations	100	100	100	100

Descriptive statistical analysis shows that all variables in the study exhibit positive and stable data characteristics. The mean scores for recruitment (4.29), training (4.33), performance (4.25), and innovation (4.17) are all above 4.0 on a 1–5 Likert scale, indicating positive respondent perceptions of HR management at PT Paragon Pontianak Branch. Median values align with the means, and skewness values are close to zero, suggesting symmetrical and non-extreme data distribution. Kurtosis values (2.14–3.17) approach normality, and Jarque-Bera normality tests yield probabilities > 0.05 (0.14–0.68), confirming a normal distribution. Low standard deviations reflect consistent respondent perceptions, except for innovation, which shows greater variability. These findings support the suitability of the data for subsequent regression and mediation analyses.

Tabel 4. Multiple Linear Regression Analysis

Variable	Coefficient	Std. Error	t-Statistic	Prob.
Y1	0.356256	0.059187	6.019121	0.0000
C	0.663347	0.242058	2.740451	0.0073
X2	0.304959	0.083819	3.638286	0.0004
X1	0.183211	0.073462	2.493961	0.0143
R-squared	0.701229	Mean dependent var		4.254500
Adjusted R-squared	0.691892	S.D. dependent var		0.366527
S.E. of regression	0.203450	Akaike info criterion		-0.307618
Sum squared resid	3.973609	Schwarz criterion		-0.203412
Log likelihood	19.38092	Hannan-Quinn criter.		-0.265444
F-statistic	75.10547	Durbin-Watson stat		2.301632
Prob(F-statistic)	0.000000			

- Constant 0.663: Baseline performance when X1, X2, and Y1 = 0.
- Recruitment (X1) has a positive effect on performance by 0.183 units
- Training (X2) increases performance by 0.305 units
- Innovation (Y1) has the most dominant effect on performance, at 0.356 units.

This means that innovation is the primary factor driving employee performance, followed by training and recruitment.

T-Test

The t-test shows that all variables have a significant effect on employee performance (Y2) at the 5% significance level.

- Innovation (Y1): coefficient 0.356, t = 6.019, p = 0.0000 (strongest effect).
- Training (X2): coefficient 0.305, t = 3.638, p = 0.0004 (significant effect).
- Recruitment (X1): coefficient 0.183, t = 2.494, p = 0.0143 (significant, though weaker effect).

These results confirm that recruitment, training, and innovation significantly enhance employee performance.

F-Test

The F-test indicates that all independent variables (recruitment, training, and innovation) simultaneously have a significant effect on employee performance. The F-statistic value of 75.105 with a p-value of 0.000000 (< 0.05) suggests that the regression model used is appropriate and can adequately explain the overall relationships among the variables.

Coefficient of Determination (R-squared)

The R-squared value in this model is 0.701, which means that 70.1 percent of the variation in employee performance can be explained by the three independent variables: recruitment, training, and innovation. The remaining 29.9 percent is explained by other factors not included in the model. Additionally, the adjusted R-squared value of 0.692 indicates that, even after accounting for the number of variables and sample size, the model's explanatory power remains high. This value suggests that the model has a strong goodness-of-fit in explaining the relationships among the variables studied.

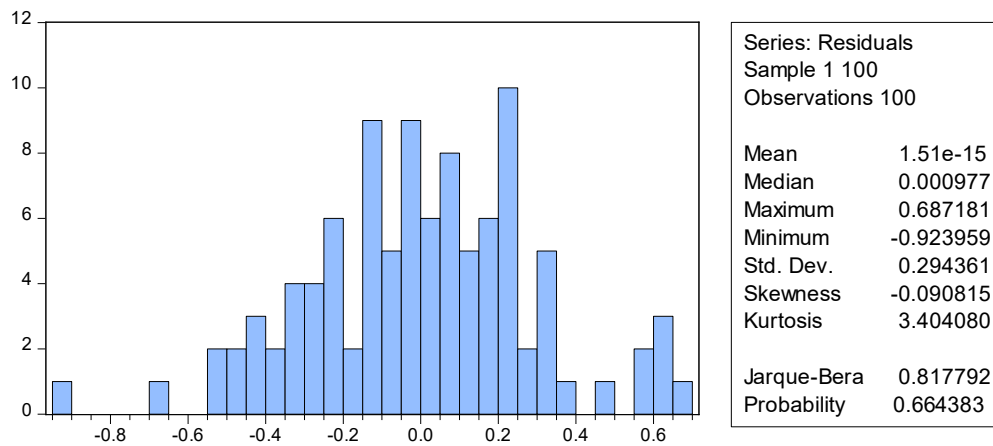


Figure 2. Normality Test

The residual normality test shows a Jarque-Bera value of 0.817792 with a p-value of 0.664383 (> 0.05), indicating that the residuals are normally distributed. Skewness is -0.090815 (slightly skewed to the left) and kurtosis is 3.404080 (close to 3), both within acceptable limits.

Therefore, the normality assumption is met, and the regression model is suitable for further analysis in a valid and efficient manner.

Tabel 5. Multicollinearity Test

Variance Inflation Factors			
Date: 05/26/25 Time: 16:17			
Sample: 1 100			
Included observations: 100			
	Coefficient	Uncentered	Centered
Variable	Variance	VIF	VIF
Y1	0.003503	148.5574	1.599678
C	0.058592	141.5544	NA
X2	0.007026	320.8768	2.638983
X1	0.005397	242.3801	2.315795

The multicollinearity test results show that all independent variables have low VIF values: X1 (2.315), X2 (2.639), and Y1 (1.599), which are well below the common threshold of 10 and the stricter threshold of 5. This indicates that there is no significant multicollinearity, so the relationships among the independent variables are free from excessive mutual influence. The regression model is thus deemed suitable for further analysis.

Tabel 6. Heteroscedasticity Test

Heteroskedasticity Test: Breusch-Pagan-Godfrey			
F-statistic	0.222957	Prob. F(3,96)	0.8802
Obs*R-squared	0.691920	Prob. Chi-Square(3)	0.8751
Scaled explained SS	0.730985	Prob. Chi-Square(3)	0.8659

The heteroscedasticity test (Breusch-Pagan-Godfrey) shows a Prob. F of 0.8802 and a Prob. Chi-Square of 0.8751, both greater than 0.05. This indicates the absence of heteroscedasticity, meaning the model meets the assumption of homoscedasticity. With stable error variance, the regression model is considered valid for further analysis.

Tabel 7. Autocorrelation Test

Breusch-Godfrey Serial Correlation LM Test:			
F-statistic	1.854498	Prob. F(2,94)	0.1622
Obs*R-squared	3.795961	Prob. Chi-Square(2)	0.1499

The autocorrelation test results show a Prob. F of 0.1622 and a Prob. Chi-Square of 0.1499, both greater than 0.05. This indicates that there is no autocorrelation in the model, so the null hypothesis is not rejected. The

residuals are independent, and the regression model meets the assumption of no autocorrelation, supporting the validity and accuracy of the estimates.

DISCUSSION

The Influence of Recruitment on Employee Performance

The findings of this study demonstrate that recruitment has a meaningful and positive influence on employee performance at PT Paragon Technology and Innovation. Effective recruitment is not merely about filling vacancies; rather, it is a strategic process that ensures the alignment of employee competencies, experience, and personal values with the organization's needs and culture. This alignment facilitates a smoother adaptation process, enhances work effectiveness, and accelerates the achievement of organizational goals. The rigorous, potential-based selection process at PT Paragon is viewed as a key driver in fostering a workforce that is productive and ready to contribute. This result reinforces the argument of Widayat et al. (2023) and Al-Tit et al. (2022), who contend that competency-based and innovation-oriented recruitment forms the foundation for superior organizational performance. By investing in a high-quality recruitment system, organizations establish a strategic starting point for building sustainable competitive advantage.

The Influence of Training on Employee Performance

This study also finds that training is a significant factor in improving employee performance. Training programs not only enhance employees' understanding of their duties and expand their technical skills, but also cultivate adaptive work attitudes—an essential trait in the fast-evolving cosmetics industry. In line with Pratiwi and Fauzi (2023) as well as Marjaya and Pasaribu (2019), the results affirm that training tailored to organizational needs and contextual job demands leads to more pronounced improvements in work performance than generic training. Training at PT Paragon is positioned as an essential tool to help employees stay abreast of new technologies, evolving service standards, and shifting market expectations. Furthermore, effective training instills confidence and strengthens collaborative work cultures among employees. These findings highlight the importance of both the intensity and the quality of training as drivers for optimal performance in dynamic business environments.

The Influence of Innovation on Employee Performance

Among all factors examined, innovation emerges as the most dominant driver of employee performance. In this context, innovation refers to employees' ability to generate new ideas, solve problems creatively, and implement efficient solutions in daily work tasks. This finding supports the view of Klein and Bhagat in Kusuma et al. (2021) and Dewi and Wibawa (2022), who assert that innovation significantly enhances work outcomes and provides organizations with a distinct competitive edge. At PT Paragon, fostering an innovative climate enables employees to quickly adapt to change, improve service quality, and support continuous organizational development. The research underlines that building a work environment that actively encourages innovation—through empowerment, recognition, and inspiring leadership—

results in comprehensive productivity improvements. Thus, innovation is not only a mechanism for accelerating processes but also a critical element in creating sustainable value for the company.

CONCLUSIONS

Based on the analysis results, it can be concluded that recruitment, training, and innovation have a positive and significant effect on employee performance at PT Paragon Pontianak Branch. Innovation is the most dominant factor, followed by training and recruitment. Collectively, these three variables explain 70.1% of the variation in performance, making them key elements in building superior employee performance

RECOMMENDATIONS

Based on the research findings and conclusions, it is recommended that PT Paragon management strengthen a competency- and character-based recruitment system by utilizing selection methods such as psychometric testing and job simulations. Employee training should also be designed to be continuous and contextual, tailored to field needs and industry trends. Furthermore, an innovation culture should be facilitated through reward systems, creative discussion spaces, and idea evaluation forums. Finally, regular evaluations of human resource development strategies are necessary to ensure program effectiveness and continuous alignment with organizational needs.

FURTHER STUDY

This research has several limitations, including a limited sample size focused on a single company branch and the use of a cross-sectional survey method. Therefore, the findings cannot yet be generalized to the entire cosmetics industry in Indonesia. Future studies are recommended to expand the research scope to include several branches or other companies and to consider using longitudinal methods to analyze changes over time. In addition, future research could explore other variables such as leadership, motivation, and organizational culture as factors influencing employee innovation and performance.

ACKNOWLEDGMENT

The author would like to express gratitude to all colleagues and the management of PT Paragon Technology and Innovation, Pontianak Branch, for their support, suggestions, and the opportunity to conduct this research. Special thanks are also extended to all respondents who took the time to participate in the survey. Furthermore, appreciation is given to the funding parties who supported the implementation of this research to completion.

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