

## THE INFLUENCE OF ONLINE AND OFFLINE RECRUITMENT PROCESSES ON EMPLOYEE PERFORMANCE QUALITY

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### Abstract

This study aims to analyze the influence of online and offline recruitment processes on employee performance at a livestock company in Sindangmukti Village. The research employs a descriptive quantitative method with quota sampling as the sampling technique. The independent variables in this study are online and offline recruitment processes, while the dependent variable is employee performance. Based on multiple linear regression analysis, the R-square value is 0.009 or 0.9%, indicating that online and offline recruitment processes contribute only 0.9% to employee performance, while the remaining 99.1% is influenced by other factors outside this research model. These findings reveal that the recruitment process, whether online or offline, does not significantly impact employee performance in this company. This study recommends using other data mining techniques for more optimal analysis results, as well as adding variables and samples to enhance the validity of future research.

Keyword: *Employee performance; Online recruitment; Offline recruitment*

### A. INTRODUCTION

#### a. Research Background

In the era of globalization, the use of digital media has become an important factor in the employee recruitment process. Social media and other online platforms offer efficiency and wide reach in capturing potential candidates, so companies can increase the effectiveness of the recruitment process. Based on the We Are Social report, active social media users in Indonesia reached 167 million in January 2023, representing 60.4% of the Indonesian population. This phenomenon opens up great opportunities for companies to utilize digital platforms as their main recruitment tool (Parry, 2009).

However, the traditional (offline) recruitment process still has an important role, especially in building direct relationships between applicants and recruiters. Therefore, an evaluation is needed to understand how the combination of these two methods affects the quality of employee performance, especially in livestock companies that have specific needs in workforce selection.

#### b. Urgency of Research

The shift in recruitment methods from offline to online poses new challenges for companies, including in terms of selection accuracy and cost efficiency. Previous research has shown that online recruitment can improve candidate quality by up to 50%, but there are still concerns regarding miscommunication and technological limitations (Purba & Sukanta, 2021). By understanding the impact of both recruitment methods on employee performance quality, companies can optimize their recruitment strategies to achieve sustainability and competitiveness.

#### c. Research Objectives and Contributions (Benefits)

This research aims to:

1. Analyzing the influence of online recruitment process on employee performance quality in livestock companies.
2. Evaluating the effectiveness of offline recruitment processes in improving employee performance quality.
3. Providing evidence-based recommendations to companies in integrating both recruitment methods for optimal results.

## B. LITERATURE REVIEW (bold 10 pt)

### 1. Research Related Theories

This study focuses on the employee recruitment process both online and offline and its impact on employee performance quality. Some basic theories that are relevant to this study include:

- a. Recruitment Theory According to Mardianto (2014), recruitment is the process of obtaining prospective workers who have the abilities according to the qualifications required by the company. Rivai (2004) added that recruitment is the initial step to obtain quality human resources, which will later affect the performance of the organization. The recruitment process can be divided into two types, namely:
  - Online Recruitment: The process of searching for candidates using digital technologies such as social media, career platforms, and company websites (Dysart & Taylor, 2017).
  - Offline Recruitment: Traditional methods such as walk-in interviews, print ads, or employee recommendations that involve face-to-face interaction.
- b. Employee Performance Theory Employee performance is defined as the work results achieved both quantitatively and qualitatively in accordance with the responsibilities given (Mangkunegara, 2005). Factors that influence performance include individual competence, work motivation, work environment, and recruitment process (Rivai, 2009). Performance indicators include work quality, punctuality, initiative, ability, and communication (Sedarmayanti, 2001).
- c. Relationship between Recruitment and Employee Performance Effective recruitment can attract quality candidates who have great potential to provide optimal performance (Holm in Atmoko, 2012). Online recruitment offers time and cost efficiency, while offline recruitment provides advantages in direct evaluation of candidate competencies.

### 2. Previous Research

This research refers to several previous studies which form a logical basis for developing the hypothesis:

1. Emma Parry and Hugh Wilson (2009): This study examines the factors that influence the adoption of online recruitment by companies. The results show that companies have more confidence in recruitment through official websites than traditional media such as billboards. This finding is relevant in understanding the advantages and limitations of online recruitment as a company strategy.
2. Febriana Angelia Purba and Sukanta (2021): This study evaluates the effect of online and offline recruitment on employee performance in startup companies during the COVID-19 pandemic. The results show that online recruitment has a significant impact on performance in the information technology sector (87%), while offline recruitment is more effective in marketing (90.5%). This study emphasizes the importance of choosing a recruitment method that suits the needs of the organization.

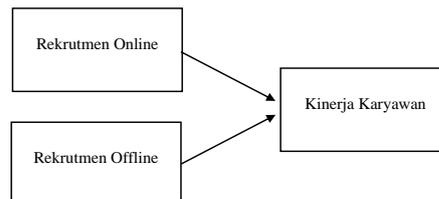
### 3. Research Concept Framework

The conceptual framework of this research refers to the relationship between independent variables and dependent variables as follows:

The literature review discusses previous theories and research related to the research topic which form a logical basis for developing research hypotheses (if quantitative), including the research conceptual framework.

- Independent Variables:
  - Online Recruitment (X1)
  - Offline Recruitment (X2)
- Dependent Variable:
  - Employee Performance (Y)

The relationship framework is visualized as follows:



The research hypothesis developed based on this conceptual framework is:

1. Online recruitment has a positive impact on employee performance.
2. Offline recruitment has a positive impact on employee performance.
3. The combination of online and offline recruitment has a significant impact on employee performance.

### C. RESEARCH METHODS

This study uses a quantitative method with a descriptive approach. The main objective is to test the relationship between the recruitment process (online and offline) with the quality of employee performance at a livestock company in Sindangmukti Village. The following are the details of the research method:

#### 1. Research Object

The object of the study is the employee recruitment process and its influence on the quality of performance in the livestock company PT Tanjung Mulya Group, Sindangmukti Village. The population of the study was 56 employees, with a sample of 20 people using the quota sampling technique.

#### 2. Research Variables

- Independent Variables:
  - Online Recruitment (X1)
  - Offline Recruitment (X2)
- Dependent Variable:
  - Employee Performance (Y)

#### 3. Data collection technique

Primary data was obtained through a questionnaire with a Likert scale of 1-5, covering the level of respondent agreement with various statements related to employee recruitment and performance.

#### 4. Data Analysis Techniques

Data analysis was conducted using multiple linear regression method to determine the relationship and influence of each independent variable on the dependent variable. The regression equation used is:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Where:

Y = Employee Performance

a = Constant

X1 = Online Recruitment

X2 = Offline Recruitment

b1 = Online Recruitment regression coefficient

b2 = Offline Recruitment regression coefficient

### 5. Research Procedures

The steps in this research include:

1. Preparation of questionnaires based on variable indicators.
2. Data collection from selected respondents.
3. Data processing using statistical software for multiple linear regression tests.
4. Analyze the regression results to draw conclusions.

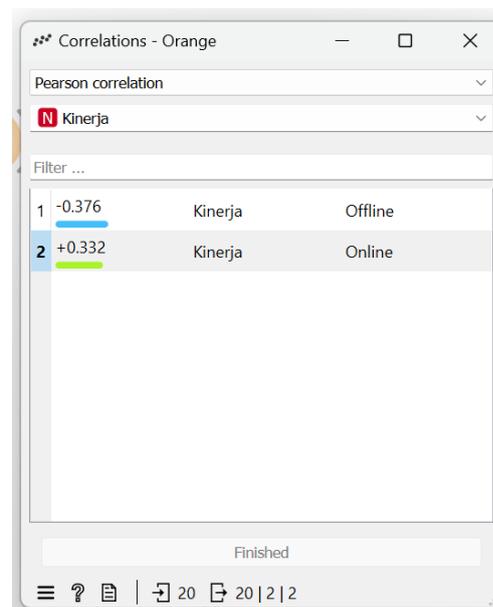
The results of the analysis are used to understand the extent to which online and offline recruitment processes affect employee performance, as well as a basis for providing recommendations to companies for optimizing recruitment strategies.

#### D. RESULTS AND DISCUSSION

##### Results :

No	Nilai r	Interpretasi
1	0.00 - 1.199	Sangat Rendah
2	0.20 - 0.399	Rendah
3	0.40 - 0.599	Sedang
4	0.60 - 0.799	Kuat
5	0.80 - 1.000	Sangat Kuat

**Figure 1 Correlation Coefficient Interpretation Table**



**Figure 2 Person Correlation Results on the Orange application**

It can be seen in Figure 2 is the result of the spearman correlation conducted in the Orange application. Based on these results, it shows that:

1. Variable X1 has a value of +0.332, so the relationship between variable X1 and variable Y has a positive relationship. This means that the relationship between the Online variable and the Performance variable is directly proportional or in the same direction with a low interpretation.
2. Variable X2 has a value of -0.376, so the relationship between variable X2 and variable Y has a negative relationship. This means that the relationship between the Offline variable and the Performance variable is inversely proportional or not in the same direction with a low interpretation.

Based on the linear regression model created by the researcher in the Orange application, it can be seen in Figure 4 that the output of the linear regression model produces the following variable coefficients:

	name	coef
1	intercept	13.3085
2	Online	0.230813
3	Offline	-0.332396

**Figure 3 Linear Regression Model Output**

Based on the output results of the linear regression model above, the regression model produces:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2$$

Become:

$$Y = 13.3085 + 0.230813(X_1) - 0.332396(X_2)$$

Information:

Y = Employee Performance (Dependent variable)

$\alpha$  = Constant/Intercept

$\beta_1$  = Online Coefficient

$\beta_2$  = Offline Coefficient

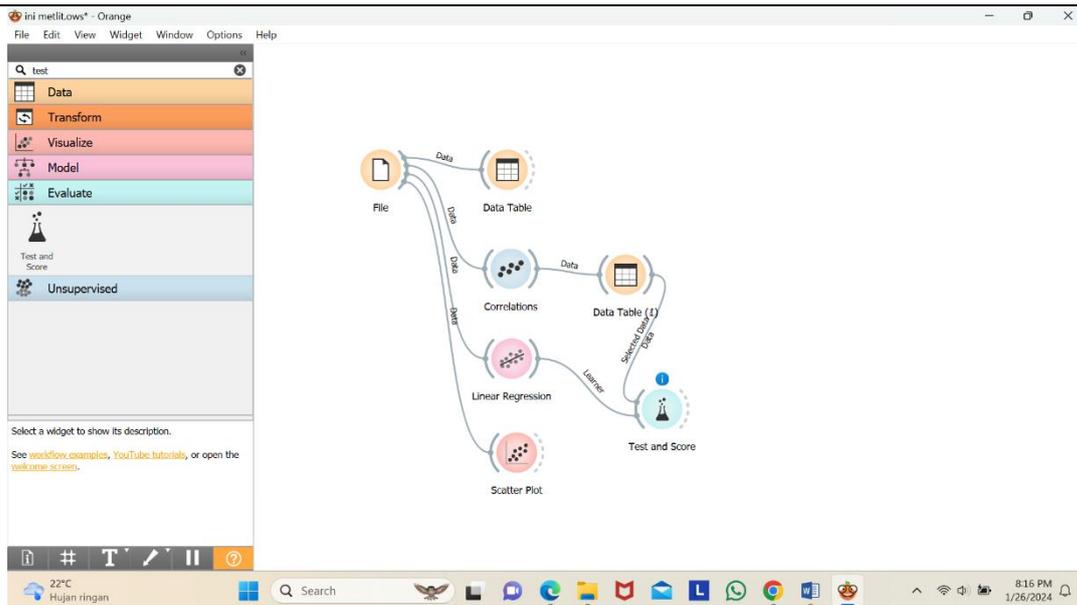
X1 = Online Variable

X2 = Offline Variable

Model	MSE	RMSE	MAE	MAPE	R2
Linear Regression	2.504	1.582	1.237	0.107	0.009

**Figure 4 Linear Regression Model Results**

R-square has a value of 0.009 or 0.9% meaning that X1 (Online), X2 (Offline), affects 0.9% of the Y variable (Performance) while the remaining 99.1% is influenced by other factors not included in the research model. The evaluation process in this study is a re-checking stage that focuses on the model or pattern produced by the regression algorithm in the Orange application whether the model can run according to existing requirements. In this study, before conducting a multiple linear regression test, it is necessary to conduct a classical assumption test so that the model can run properly and can produce the required output. And in the correlation model in the Orange application, the author uses Pearson correlation because the data processed is an interval or ratio data type and is normally distributed so that it is more qualified than the option of using spearman correlation. It can be seen in Figure 6 which is the result of a data mining model using the multiple linear regression algorithm carried out on the Orange application.



**Figure 5 Results of the Data Meaning Model in the Orange application**

### Discussion :

The results of this study indicate that both online and offline recruitment have a weak influence on employee performance. Some factors that can influence these results include:

1. **Online Recruitment Efficiency:**  
This method offers efficiency in time and cost, but still faces challenges such as miscommunication or limited access to technology by candidates. This is in line with the findings of Dysart & Taylor (2017), which states that the effectiveness of online recruitment depends on the readiness of digital infrastructure.
2. **Limitations of Offline Recruitment:**  
Despite providing direct interaction with candidates, offline recruitment is expensive and less flexible, especially in the digital age. This may explain the negative relationship with employee performance found in the study.
3. **External Factors:**  
MarkR2 low indicates that employee performance is more influenced by external factors, such as the work environment, motivation, and training, which are not the focus of this study.

These results imply that companies need to evaluate their recruitment strategies. A combination of efficient online and personal offline methods can be optimized to obtain quality candidates that fit the company's needs.

### E. CONCLUSION

This study shows that the recruitment process, both online (X1) and offline (X2), has a very small effect on the quality of employee performance (Y), with an  $R^2$  value of 0.009 or 0.9%. This means that both recruitment methods only affect 0.9% of the variation in employee performance, while 99.1% is influenced by other factors not included in this research model. These results emphasize the need for companies to consider other external factors that are more significant in improving employee performance.

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