The Impact of Recruitment and Selection Processes on Employee Performance at the Balai Diklat Keagamaan in Makassar

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ABSTRACT

This study focuses on the issues of the recruitment and selection processes on employee performance at the Balai Diklat Keagamaan in Makassar. The primary objectives of this research are to understand the recruitment process, the selection process, employee performance, and to analyze the effects of recruitment and selection on employee performance both individually and collectively. The study employs a quantitative ex-post facto method, with a sample of 65 employees selected through random sampling. Data were collected using questionnaires and documentation, and analyzed using descriptive and inferential statistical techniques. The findings indicate that the recruitment process requires improvement, while the selection process is rated positively. Employee performance is evaluated as moderate, particularly in terms of work quality, which needs enhancement. Statistical tests reveal that both recruitment and selection processes have a significant and positive impact on employee performance, both individually and collectively. The study suggests improving recruitment methods and refining qualification criteria to ensure that new hires meet the specific needs of the available positions.

Keywords: Recruitment, Selection, Employee Performance

1). INTRODUCTION

In the 21st century, the world is getting more sophisticated and developing so fast. The more sophisticated and wider the opportunities make it easier to access easy and diverse resources and create cooperation alliances with various parties (Kasmawati 2018). Because this is a guideline for the completion of work and the determination of the effective and efficient calculation of a job comes from the number of human resources itself (Soemarsono 2018). Therefore, an organization if the provision of human resources is not appropriate can result in ineffective and efficient completion of work

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Human resource management is a process that is related to efforts to plan, recruit, fund contracts, placement and develop qualifications and responsibilities for the requirements given. The availability of human resources based on qualifications is an implication of the planning that has been made (Yusuf and Budi Ilham Maliki 2020).

The initial process carried out in running an organization is recruitment and selection which are the key to success in achieving organizational goals (Mardiah 2016). Therefore, a recruitment and selection system that is in accordance with the purpose of developing potential and benefiting as much as possible from the recruitment. In Islam, it has been determined that the selection of employees must be in accordance with their fields and expertise. Education must be able to produce intelligent and competitive people. Efforts to strengthen human resources in Indonesia are highly dependent on education (Syarief et al. 2022).

Employees have the expertise and ability to carry out their duties carefully, precisely, punctually and follow clear procedures. Employees who have performance certainly have education, training and experience in carrying out their authority and responsibilities (Atika and Nisa' Ulul Mafra 2020). Employee performance can be ensured through the right recruitment and selection stages.

The Makassar Religious Education and Training Center is an educational institution whose workload and function is to carry out education and training of administrative and technical religious personnel (Kementerian Agama RI 2021). In the Decree of the Minister of Religion Number 345 of 2004 concerning the organization and work procedures of the Religious Education and Training Center, it is stated that the Religious Education and Training Center is the right place to provide guidance and guidance in understanding new materials in the world of education. The training held at the center has an important role in the world of education.

Education and training are carried out as an effort to educate the nation's children, which is certainly the goal of educational institutions. The vehicle that is strategically used in fostering quality human beings is educational institutions (Idris, 2014). The decisive factor of success in educating the nation's children is the implementation of a relevant and quality education system (Idris, 2013). With the education set by the Indonesia nation, it will shape the whole Indonesia (Mardhiah, Suaidah, and Kamal 2020). The recruitment of honorary personnel at the Makassar Religious Education and Training Center is still based on kinship relationships, so the employees who work are not always relevant to their educational background or field.

Based on the description above regarding the recruitment and selection process, it turns out that there are two recruitment processes that are carried out, namely the central and internal recruitment process of the Makassar City Religious Education and Training Center and the selection process that is carried out depending on the needs of the office. So that the researcher was encouraged to conduct this research regarding "The Influence of the Recruitment and Selection Process on Employee Performance at the Makassar City Religious Education and Training Center"

2). METHODS

This study adopts a quantitative method to describe social phenomena through numerical analysis, especially in the context of the Makassar City Religious Education and Training Center. The research location, located in Makassar City, focuses on analyzing the differences between groups and significant relationships between variables. The study respondents consisted of employees with various characteristics, including differences in gender, age, last education, and length of service. Respondents who are mostly male (44 out of 65 respondents) and predominantly aged 51-60 years show that the majority of employees of the Makassar City Religious Education and Training Center are individuals with more than 10 years of work experience, showing performance that may be affected by the generally high level of education (the majority have a S2 education). This indicates that the knowledge and experience of employees who have worked for a long time contribute significantly to the performance of the institution.

The population of this study involved all employees of the Makassar City Religious Education and Training Center totaling 76 people. To determine the sample, a random sampling technique was used with a Herry King nomogram that considered the margin of error and the level of confidence. From this population, 65 respondents were taken as a sample for this study. Data collection is carried out through questionnaires and documentation, which are compiled and tested using validity and reliability tests to ensure that the research instruments are able to produce accurate and consistent data. The collected data was then analyzed using descriptive and inferential analysis techniques with the help of SPSS software. This analysis involves various classical assumption tests such as normality, heterokedasticity, and multicollinearity tests, as well as hypothesis tests using the T test and F test.

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The results of multiple linear regression analysis show a significant influence of the recruitment and selection process on employee performance, where the determination coefficient provides an indication of the extent to which the independent variable explains the dependent variable. This study reveals that selection, training, and work experience have a substantial impact on the effectiveness of performance at the Makassar City Religious Education and Training Center.

3). RESULTS AND DISCUSSION

The results of the descriptive analysis in table 4.6 related to the Recruitment Process that the answer of the most respondents was "Agree" with an answer score of 4 had a total of 328 answers with the highest score of 286 which included in the formulation of job vacancy announcements, the completion of candidate selection, providing opportunities for all individuals, the media used, the submission of job positions opened, the implementation of the recruitment process was carried out openly and transparently. Thus, the recruitment process at the Makassar City Religious Education and Training Center is in the medium category.

The results of descriptive analysis for the variable indicators of the recruitment process show that the highest average score is the basis of recruitment with an average score of 4.15 which means that the recruitment process by the Makassar City Religious Education and Training Center is able to implement the recruitment process through the basis of recruitment and the source of recruitment. Meanwhile, the recruitment method indicator has the lowest average score of 3.93 so that the recruitment process with the recruitment method carried out by the Makassar City Religious Education and Training Center still needs to be improved again.

Interpretation in the selection variable (X2) was obtained in the medium category as many as 18 respondents with a percentage of 28% and in the high category 47 respondents with a percentage of 72%.Thus, the conclusion obtained is that the interpretation of the Selection variable has the highest value in the high category. The results of the descriptive analysis in the table above are related to the Selection that the answer the most respondents answered was "Agree" with an answer score of 4 having a total of 353 answers which included in the formulation of the level of education, requirements for job needs that adjust to changes in tasks, ability tests in accordance with job needs, professional interviews, work experience as an added value. Thus, the selection at the Makassar City Religious Education and Training Center is in the medium category.

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The results of the descriptive analysis for the selection variable indicators showed that the highest average score was an interview test with an average score of 4.03 which means that the selection carried out by the Makassar City Religious Education and Training Center was able to implement the selection process through filling out forms, selection tests and interview tests. Meanwhile, the indicators for determining the qualifications of expertise, health, experience and education have the lowest average score of 3.9 so that the selection carried out by the Makassar City Religious Education and Training Center for the determination of qualifications for expertise, health, experience and education still needs to be improved.

Interpretation of the Employee Performance variable (Y) obtained 11 respondents were in the low category with a percentage of 14%. In the medium category, there were 54 respondents with a percentage of 72% and in the high category, 11 respondents were obtained with a percentage of 14%. In the medium category, there were 54 respondents with a percentage of 72% and in the high category, 11 respondents were obtained with a percentage of 14%.

The results of the descriptive analysis in the table above are related to Employee Performance, that the most answered answer is "Agree" with an answer score of 4 has a total of 406 answers which include meticulousness in work, work standards set by the leadership, achieving effective and efficient work targets, producing progressive performance, self-adjustment to the work environment, ability to cooperate with colleagues, work according to SOP. Thus, the performance of employees at the Makassar City Religious Education and Training Center is in the good category, it is stated that employee performance still needs to be improved.

The results of the descriptive analysis for the variable indicators of employee performance show that the highest average score is independence with an average score of 4.07 which means that the performance of employees at the Makassar City Religious Education and Training Center is able to implement its performance through work quality, punctuality, effectiveness and independence While the work quantity indicator has the lowest average score of 3.87 so that the performance of employees with work quality on the performance of employees of the Education and Training Center Religion in Makassar City still needs to be improved again.

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1 Results of the Research Prerequisite Test (Classic Assumption Test)

a. Normality Test

Tabel 1.1 Normality Test Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		65
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	6.07269293
Most Extreme Differences	Absolute	.051
	Positive	.038
	Negative	-.051
Test Statistic		.051
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Based on table 1.1 above, the results of the normality test on the variables of Recruitment Process (X1), Selection (X2), and Employee Performance (Y) using the Kolmogorov-Smirnov Test showed a significance value of 0.200. So it is interpreted that the distribution of data has been distributed normally and is evidenced by a significance value of 0.200 > 0.05.

b. Heterokedasticity Test

The Heterokedasticity test conducted by the researcher using a glacier test can further guarantee the accuracy of the data obtained from SPSS 26. This Heterokedasticity test is useful to test whether the regression model used is similar or not in one observation and another. The following are the results of the Heterokedasticity Test.

Tabel 1.2 Heterokedasticity Test Result

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	9.006	7.900		1.140	.259
	PROSES REKRUTMEN	-.113	.141	-.105	-.802	.426
	SELEKSI	.023	.130	.023	.173	.863

a. Dependent Variable: Abs_Res

Based on the table above, the results of the heterokedasticity test were obtained on each variable, namely the Recruitment Process (X1) with a significance value of 0.426 which means a sigs value of 0.426 > 0.05. For the Selection variable (X2) with a significance value of 0.863 which means a sig value of 0.863 > 0.05. Therefore, it can be concluded that the two independent variables do not occur heterokedasticity in the regression model in this study.

c. Multicollinearity Test

A good regression model should not show a significant correlation between independent variables. Therefore, the researcher conducted a Multicollinearity Test which aims to determine whether there is a strong relationship between independent variables in the regression model. If the VIF value is < 10, it can be concluded that there is no multicollinearity. Then the Tolerance value > 0.10 concluded that there was no multicollinearity in the regression model. Meanwhile, if the Tolerance value < 0.10, it means that multicollinearity occurs.

Tabel 1.3 Multicollinearity Test Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	43.370	12.690		3.418	.001		
	PROSES REKRUTMEN	.542	.226	.296	2.398	.020	.935	1.070
	SELEKSI	-.454	.209	-.267	-2.167	.034	.935	1.070

a. Dependent Variable: KINERJA PEGAWAI

Based on the results of the multicollinearity test, the Variance Inflation Factor (VIF) value in the variables of Recruitment Process (X1), Selection (X2), and Employee Performance (Y) was obtained

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of 1,070. The results of these two variables show a VIF value of 1,070 < 10. This is in line with the tolerance value in the Recruitment Process (X1) and Selection (X2) variables, which are 0.935 > 0.10. Therefore, it can be concluded that the two independent variables show that there is no multicollinearity in the regression model.

2. Hypothesis Test

The hypothesis test was carried out by Partial Test and Simultaneous Test (Test F). The Partial Test (T Test) is carried out to see the effect on variable X with variable Y. On the basis of decision making of the T test, namely if the ttable < tcount means that H0 is accepted and Ha is rejected. On the other hand, if the ttable > ttable is ttable, it means that Ha is accepted and H0 is rejected. The following are the results of the T test conducted in this study.

Tabel 1.4 Partial Test Result (T-Test)

Coefficientsᵃ

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	43.370	12.690		3.418	.001
	PROSES REKRUTMEN	.542	.226	.296	2.398	.020
	SELEKSI	.454	.209	.267	2.167	.034

a. Dependent Variable: KINERJA PEGAWAI

The output results obtained in table 1.4 are the recruitment process variable (X1) significance value 0.020 > 0.05 and show a tcount value of 2.398 and a ttable value at a significant level of 5% or 0.05 attached on page 119 of 1.669 so that 2.398 < 1.669 Ha are accepted and H0 is rejected. This means that there is a significant partial influence between the Recruitment Process and Employee Performance at the Makassar City Religious Education and Training Center. While the selection variable (X2) has a significance value of 0.034 < 0.05, for the tcount value of 2.167 and the ttable value at a significant level of 5% or 0.05 is 1.669 so that 2.167 > 1.665 means that Ha is accepted and H0 is rejected. This means that there is a significant partial influence between selection and employee performance.

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This F test was carried out to test and find out whether there was an Influence of the Recruitment and Selection Process on Employee Performance at the Makassar City Religious Education and Training Center. This test aims to see the variables X1 and X2 tested at the same time as the variable Y. Decision making is made by looking at if Fcal < Ftabel means that H0 is accepted and Ha is rejected, while if Fcal < Ftabel means H0 is rejected and Ha is accepted. The following are the results of the F test conducted in this study as follows

Tabel 1.5 Simultaneous Test Result (Test-F)

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	317.218	2	158.609	4.167	.020b
	Residual	2360.166	62	38.067		
	Total	2677.385	64			

a. Dependent Variable: KINERJA PEGAWAI

b. Predictors: (Constant), SELEKSI, PROSES REKRUTMEN

The output results obtained in table 1.5 show a Fcal value of 4.167 and a Ftable value at a significant level of 5% attached on page 120 of 3.14. Based on the F test with a value of 4.167 > 3.14 and a significant value of 0.000 < 0.05, it means that H0 is rejected and Ha is accepted. Therefore, it can be concluded that there is a significant simultaneous influence between the Recruitment Process variable (X1) and the Selection variable (X2) on the Employee Performance variable (Y) at the Makassar City Religious Education and Training Center.

3. Multiple Linear Regression Analysis

The following multiple linear regression test aims to test the Recruitment Process variable (X1) and the Selection variable (X2) against the Employee Performance variable (Y):

Tabel 1.6 Multiple Linear Regression Test Result

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		

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1	(Constant)	43.370	12.690		3.418	.001
	PROSES REKRUTMEN	.542	.226	.296	2.398	.020
	SELEKSI	.454	.209	.267	2.167	.034

a. Dependent Variable: KINERJA PEGAWAI

The equation of the multiple regression test in this study was obtained as follows:

$$Y= a+b_1X_1+b_2X_2$$

$$Y= 43{,}257+(0{,}542)X_1+0{,}454X_2$$

Based on the output produced, overall from the multiple regression equation when the Recruitment Process variable (X1) and the Selection variable (X2) have a positive influence with a constant value of 43.257. The value of the Recruitment Process coefficient (X1) shows a value of 0.542 which means that if the recruitment process increases, the performance of employees will also increase by 0.542. As for the value of the Selection coefficient (X2), the value is 0.454, which means that if the selection increases, the performance of employees will also increase by 0.454. Thus, what has more influence on employee performance is the Recruitment Process variable (X1) of 0.542.

4. Coefficient of Determination

Tabel 1.7 Coefficient of Determination Result

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.344ᵃ	.118	.090	6.170

a. Predictors: (Constant), SELEKSI, PROSES REKRUTMEN

Based on table 4.32, the results obtained an R value of 0.344 which means that the Recruitment Process variable (X1) and the Selection variable (X2) have a strong relationship with employee performance at the Makassar City Religious Education and Training Center. The determination coefficient in this study is known to be R square of 0.118 which means that the influence of the Recruitment Process (X1) and the Selection variable (X2) simultaneously on employee performance (Y) is 11.8% and 88.2% is influenced by other variables that are not studied in this study.

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The results of the hypothesis test conducted by the researcher showed that the recruitment process had a significant effect on the performance of employees at the Makassar City Religious Education and Training Center. Based on the findings of the researcher, it is in line with the research journal from Hadi Poernomo and Hartono in 2019 that there is a significant positive influence between recruitment variables on employee performance at PT. Telkom Indonesia Sidoarjo Branch(Poernomo and Hartono 2019). Not only that, there is a study conducted by Murniawati in 2022 that obtained the results that there is a positive and significant influence between recruitment variables on employee performance at the MH Thamrin University Jakarta Campus(Murniawati 2022). Then for the results of the thesis research conducted by Nur Cahaya in 2019, the results of the research obtained there was a positive and significant influence between recruitment and employee performance of PT. Taspen Makassar Main Branch Office. Thus, it can be concluded that the recruitment process must be carried out properly and correctly because the quality of human resources is highly dependent on the recruitment process to achieve the goals of an organization.

Based on the results of the analysis, several strategic recommendations in the recruitment process at the Makassar City Religious Education and Training Center are to improve recruitment strategies to attract more qualified candidates. This includes the drafting of clearer and more engaging job descriptions, the use of various recruitment platforms and more effective initial screening. Then provide continuous training for the personnel team to master the latest and best recruitment techniques. Finally, regularly evaluate the recruitment process to identify areas that need improvement and adjust strategies as needed. The evaluation is carried out by conducting periodic measurements of employee performance to assess the effectiveness of changes that have been made in the recruitment process.

The theory states that employee performance will be optimal if there is a match between individual characteristics and the job requirements given. This suitability involves the skills, abilities, and knowledge required by the job(Brown, Zimmerman, and Johnson 2005). Thus, a well-designed recruitment process based on these theories helps organizations attract and retain high-performing employees.

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The results of the hypothesis test conducted by the researcher showed that the selection had a significant effect on the performance of employees at the Makassar City Religious Education and Training Center. Based on the findings of the researcher, it is in line with research from Hadi Poernomo and Hartono in 2019 that there is a significant positive influence between selection variables on employee performance at PT. Telkom Indonesia Sidoarjo Branch(Poernomo and Hartono 2019). Not only that, there is a study conducted by Murniawati in 2022 that obtained the results that there is a positive and significant influence between the selection variables on employee performance at the MH Thamrin University Jakarta Campus(Murniawati 2022). Then for the results of the thesis research conducted by Nur Cahaya in 2019, the results of the research obtained there was a positive and significant influence between selection on the performance of employees of PT. Taspen Makassar Main Branch Office. Then the results of research by Kevin Adrian, Hamidah Nayati Utami, Yuniadi Mayowan in 2017, Nathasia Laurenci Panaha, William A. Areros, and Joula J Rogahang in 2022 show the same results that there is a positive and significant influence between selection and employee performance.

A theory that states that the identification and assessment of specific competencies required for a job. By ensuring that candidates have the right competencies, organizations can improve employee performance(Campion, Ployhart, and Mackenzie 2020). The other theory is the compatibility between individuals and various aspects of the work environment, including compatibility with tasks, work groups and the organization as a whole. Selection that considers this suitability can improve employee performance(Verquer, Beehr, and Wagner 2020). Thus, it can be concluded that an effective selection process based on the theory will assist organizations in selecting candidates who not only meet the job requirements but also have the potential to contribute significantly to the performance of an organization.

Based on the results of the analysis conducted by the researcher, several strategic recommendations on the selection are by reviewing and updating the selection criteria to ensure that they are aligned with the needs of the organization and the position offered, then implementing a more rigorous and competency-based selection method to ensure that the accepted candidates have the necessary abilities and skills. Finally, use technology in the selection process to improve efficiency and accuracy such as psychometric tests, competency-based interviews, and assessment centers.

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Because in the implementation of a good selection stage, an agency will obtain employees who are in accordance with the needs of the agency because it has gone through several stages of selection to obtain the background, nature and abilities of employees. With the data obtained during the selection stage, it can be determined whether or not the employees are needed to support the performance of the agency. Employees with a background of work ability in accordance with the vacant position, will improve employee performance because it has been filled with people with the right work ability.

Based on the results of the hypothesis test, namely the simultaneous test (F test), it shows that the simultaneous recruitment and selection process has a significant influence on employee performance. This means that both variables contribute to determining the quality of employee performance at the Makassar City Religious Education and Training Center. Therefore, it is important to ensure that these two processes are well integrated and mutually supportive. Implementation of coordinated development strategies, continuous training, and improving overall employee performance. Thus, the organization can achieve higher effectiveness in human resource management and the achievement of its strategic goals.

The results of this study are commensurate with the research conducted by Pinondang Nainggolan and Resna Napitu (2020) the results of simultaneous tests that show a hypothesis that states that simultaneously recruitment and selection have a positive and significant effect on the performance of PD employees. Sinarmas Pematangsiantar is acceptable. Other aligned findings conducted by Tizhe, Ogbu and Remilekun in 2020 across three manufacturing organizations in Nigeria show that effective recruitment and selection strategies significantly improve employee performance(Oaya, Ogbu, and Remilekun 2017). Thus, it is concluded that a well-designed, structured and fair recruitment and selection process not only helps the organization in getting the best candidates but also improves the overall performance of employees. A theory that states that the fit between a candidate's skills, knowledge and abilities to the job requirements will result in better performance.

The results of multiple linear regression can be concluded that both the recruitment and selection processes have a significant influence on the performance of employees at the Makassar City Religious Education and Training Center. However, the recruitment process has a greater influence. Therefore, organizations must focus on improving the recruitment process as a top priority, while still improving

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the selection to achieve optimal employee performance. The implementation of the right strategy and continuous evaluation will ensure continuous improvement in employee performance as well as the achievement of organizational goals. The results of multiple linear regression can be concluded that both the recruitment and selection processes have a significant influence on the performance of employees at the Makassar City Religious Education and Training Center. However, the recruitment process has a greater influence. Therefore, organizations must focus on improving the recruitment process as a top priority, while still improving the selection to achieve optimal employee performance. The implementation of the right strategy and continuous evaluation will ensure continuous improvement in employee performance as well as the achievement of organizational goals.

Furthermore, the determination coefficient between the Recruitment Process variable (X1) and the Selection variable (X2) to the Employee Performance variable (Y) at the Makassar City Religious Education and Training Center has a strong relationship with employee performance at the Makassar City Religious Education and Training Center. The determination coefficient in this study is known to be R square of 0.118 which means that the influence of the Recruitment Process (X1) and the Selection variable (X2) simultaneously on employee performance (Y) is 11.8% and 88.2% is influenced by other variables that are not studied in this study.

Given that 88.2% of employee performance variables are influenced by other factors, it is important to identify additional factors that can affect employee performance. Some of them can include; a) the work environment, namely the physical and psychological condition of the work environment; b) training and development; c) leadership and management as well as; d) motivation and incentives. To understand other factors that affect employee performance, it is recommended to conduct further research including additional variables. This will provide a comprehensive picture of the determinants of employee performance. With this comprehensive approach, the Makassar City Religious Education and Training Center can improve the performance of its employees more effectively and holistically (a comprehensive perspective).

4). CONCLUSIONS

This study concludes that the recruitment, selection, and performance process of employees at the Makassar City Religious Education and Training Center is generally in the medium category. Although recruitment and selection are considered quite good, especially in transparency and the

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implementation of interviews, there are still aspects that need to be improved, such as recruitment methods and qualification determination. Employee performance is also considered adequate, especially in terms of independence, but there are shortcomings in the quantity of work that require more attention. Overall, while it is good enough, improvements in some important areas are needed to achieve more optimal performance.

This study shows that the variables of the Recruitment Process (X1) and Selection (X2) have a significant effect on Employee Performance (Y) at the Makassar City Religious Education and Training Center. The data normality test showed a normal distribution, while the heterokedasticity and multicollinearity test showed that the regression model used was free from heterokedasticity and multicollinearity problems. Partial tests show that the Recruitment and Selection Processes each have a significant influence on employee performance, with a stronger influence on the Recruitment Process. Simultaneous tests also confirmed that these two variables together have a significant influence on employee performance. Regression analysis shows that improvements in the Recruitment and Selection Process have the potential to improve employee performance, although the contribution of these two variables to performance is only 11.8%, with the rest influenced by other factors not examined in this study.

The implications of this study show that the Makassar City Religious Education and Training Center needs to improve the recruitment and selection process of its employees. In the recruitment process, improvements are needed, especially in recruitment methods, to ensure that the selected candidates are most suitable for human resource needs. In the selection process, improvements are needed in determining the qualifications of expertise, health, experience, and education of prospective employees. Improvements in this aspect are important to ensure that the recruited employees have the appropriate qualifications and character, so that they can build a more effective and harmonious work team and minimize the risk of mistakes in recruitment.

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