



THE EFFECTS OF RECRUITMENT, EMPLOYEE SELECTION, AND ON-THE-JOB TRAINING ON EMPLOYEES' TASK PERFORMANCE AND ADAPTIVE PERFORMANCE**Abdan Tsany Mufid Musyaffa¹****Universitas Islam Indonesia, Yogyakarta, Indonesia**21311231@students.uii.ac.id**Muafi²****Universitas Islam Indonesia, Yogyakarta, Indonesia**muafi@uii.ac.id

Abstract

Digital transformation requires organizations to have human resources who excel in task performance while also being flexible in adaptive performance. This study aims to analyze the integrated effects of recruitment, selection, and on-the-job training on employees' task performance and adaptive performance. Using a quantitative approach, data were collected via a questionnaire from 100 active employees in the Special Region of Yogyakarta through purposive sampling, then analyzed using PLS-SEM. The results show that recruitment, selection, and on-the-job training consistently have a positive and significant effect on task performance and adaptive performance, with selection being the most dominant factor in adaptive performance. This study explains 60.2% of the variance in task performance and 58.9% of the variance in adaptive performance. The implications are that companies need to optimize competency-based selection and implement continuous digital training. For future research, it is recommended to expand the sample scope across industries, adopt a longitudinal approach, and explore other variables such as motivation and employee engagement to enhance the generalizability of the results.

Keywords: Recruitment, Employee Selection, On-the-Job Training, Task Performance, Adaptive Performance



INTRODUCTION

In the face of competitive and post-pandemic dynamics, human resource (HR) management plays a strategic role as an intellectual asset that drives innovation and organizational productivity (Wati & Sudarso, 2024). However, observations in the field show that many organizations still face challenges related to work performance, such as suboptimal productivity, a lack of initiative, and high rates of absenteeism and turnover (Tuhagana et al., 2023). Problems are often caused by a mismatch between employees' skills and job requirements (Martini & Hasyunah, 2022). On the other hand, the trend toward digital transformation demands a paradigm shift in organizational performance: organizations no longer need only employees who excel at performing their assigned tasks, but also employees who possess the flexibility to adapt and respond to rapid changes in the environment.

Organizations need effective human resources management practices from the very beginning through recruitment, selection, and on-the-job training. Proper recruitment ensures the quality of the candidate pool (Hildani & Kamaruddin, 2024). The selection process, which is now beginning to incorporate technologies such as Applicant Tracking Systems (ATS) and Artificial Intelligence (AI), plays a crucial role in predicting an employee's potential performance (Kristanto et al., 2024). Continuous learning-based job training makes a tangible contribution to strengthening employees' job capabilities and mental flexibility (Habibullah et al., 2023).

Although the relationships among these variables have been extensively studied, the majority of previous studies have examined the effects of recruitment, selection, and training in isolation and have focused solely on task performance (Gebrehiwot & Perumal, 2023; Tang et al., 2024). There are limitations to the research, as few studies have examined the simultaneous effects of recruitment, selection, and on-the-job training on two dimensions of performance task-oriented and adaptive within a single integrated research model (Sutikno & Buniarto, 2020). Therefore, this study is crucial to fill this empirical gap and provide practical insights for the management of modern, adaptive organizations.

LITERATURE REVIEW

This study is based on Performance Theory (Bernardin & Russel, 1993), which defines performance as the result of the interaction between ability, motivation, and a supportive environment (Wati & Sudarso, 2024). This theory



underscores the strategic role of recruitment, selection, and training in continuously optimizing employee performance (Hildani & Kamaruddin, 2024; Tuhagana et al., 2023). Performance encompasses strategic contributions to organizational goals (Sutikno & Buniarto, 2020), which are realized through two main dimensions: task performance and the completion of technical and operational work (Siswanti et al., 2024) and the ability to adapt and respond flexibly to new innovations and technologies (Charbonnier-Voirin & Roussel, 2012).

Human resource management practices begin with recruitment, which focuses on candidate quality and suitability (person-job fit) through the use of digital platforms to enhance efficiency and employer branding (Kusumaningrum et al., 2024; Maulana et al., 2024; Kharisma & Wening, 2023). The process continues with a systematic selection process that minimizes job mismatches, reduces turnover, and enhances team satisfaction and effectiveness (Hunkenschroer & Luetge, 2022; Warohmah & Riofita, 2024). Finally, structured training plays a role in enhancing technical and interpersonal competencies, which in turn boosts employees' motivation and self-confidence in meeting job demands (Darmawan & Anggelina, 2022; Girsang et al., 2021; Harbiato & Perkasa, 2023).

Effective recruitment serves as a crucial foundation for achieving person-job fit, which enables employees to perform their core duties while adapting to organizational changes. A systematic screening process provides a clear understanding of job roles, thereby directly contributing to improved ability to complete key tasks in accordance with quality standards (Al-Essa & Al-Rafaei, 2020). In addition to influencing routine operational aspects, the job fit established early in the recruitment process also encourages proactive behavior and flexibility among employees in effectively responding to the dynamics of the work environment (Park & Park, 2019).

Selection based on competencies, technical skills, and behavioral fit serves to screen the best candidates to produce a workforce capable of performing tasks effectively. A systematic and transparent selection process ensures that the organization's quality standards and timelines are met, as the selected individuals possess qualifications aligned with job requirements (Mensah & Bawole, 2021). In addition to influencing task performance, screening mechanisms that assess learning capacity and flexibility are also crucial in fostering adaptive performance, enabling employees to quickly adjust to changes

in procedures, technology, and the dynamics of the work environment (Hassan et al., 2022).

On-the-job training serves to enhance knowledge, skills, and understanding of work procedures to ensure that tasks are carried out effectively and efficiently. Learning interventions designed to meet the organization's needs have been shown to boost productivity, effectiveness, and the quality of work outcomes, as employees become more skilled at executing routine operational targets (Noe et al., 2014). In addition to improving task performance, training programs that emphasize the development of new skills, problem-solving, and continuous learning also play a crucial role in enhancing employees' adaptive capacity, making them better prepared to cope with changes in technology and work methods (Kim & Polyhart, 2022).

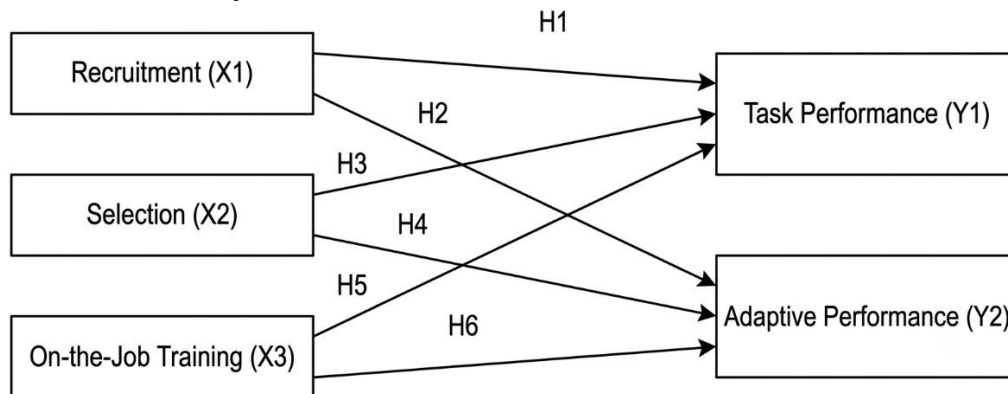


Figure 1.
Framework Model

RESEARCH METHOD

This study uses an associative quantitative approach to examine and analyze the effects of recruitment, selection, and on-the-job training on employee performance. The study population comprises the entire active workforce in the Special Region of Yogyakarta (DIY), which, according to BPS data as of February 2025, totals 2,168,563 people. Sampling was conducted using purposive sampling with the following inclusion criteria: active employees in DIY, of working age, and with at least one year of work experience, resulting in a sample of 100 respondents.

Primary data were collected online via a Google Forms questionnaire using a 5-point Likert scale to measure respondents' perceptions of the indicators for the variables under study. In addition to primary data, this study also utilized secondary data from official reports by the Central Statistics Agency (BPS) of the



Special Region of Yogyakarta (DIY) as well as relevant scientific literature to provide a supporting theoretical foundation. Data analysis was performed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method, which was selected due to its suitability for modeling relationships among latent constructs in complex research models with relatively small sample sizes.

RESULTS AND DISCUSSION

Table 1.
Respondent Profile

Category		Frequency	%
Gender	Male	68	68%
	Female	32	32%
Age	20–25 years	19	19%
	26–35 years	64	64%
	36–45 years	17	17%
Education Level	Diploma (D3/D4)	16	16%
	Bachelor's Degree (S1)	8	8%
	Senior High School/ Vocational High School	76	76%
Employment Period	1–3 years	39	39%
	4–6 years	31	31%
	More than 6 years	30	30%

Source: Data Processed (2026)

Based on the analysis of the respondents, 100 samples were identified in this study. Table 1 shows that males were in the majority, and most respondents were of working age; in terms of education, the majority were high school or vocational school graduates, while in terms of length of employment, most had been working for 1–3 years.

Table 2.
Validity Convergent and Data Reliability

Variable	Item	Outer Loading	AVE	CA	CR
Recruitment	RE1	0.905	0.837	0.937	0.954
	RE2	0.904			
	RE3	0.927			
	RE4	0.923			
Selection	SE1	0.933	0.871	0.943	0.964
	SE2	0.931			



	SE3	0.945			
	SE4	0.923			
On the job Training	PK1	0.919	0.843	0.938	0.955
	PK2	0.923			
	PK3	0.913			
	PK4	0.916			
Task Performance	KT1	0.954	0.854	0.935	0.959
	KT2	0.911			
Adaptive Performance	KA1	0.928	0.841	0.951	0.955
	KA2	0.902			
	KA3	0.928			
	KA4	0.919			

Source: Data Processed (2026)

Based on Table 2, the validity test results for all variables were favorable, with factor loadings >0.6 and Average Variance Extracted (AVE) values >0.5 , indicating that the research variables passed the validity test. In the reliability test results, the Composite Reliability (CR) and Cronbach's Alpha (CA) values exceeded 0.7, indicating that all variables have good reliability and thus meet the requirements for further structural equation modeling.

Table 3.
Goodness of Fit

Variable	R-Square	Q-Square
Task Performance	0.602	0.387
Adaptive Performance	0.589	0.387

Source: Data Processed (2026)

The goodness-of-fit test in Table 3 shows that the R-squared value for task performance is 0.602 (moderate), while the R-squared value for the effect on adaptive performance is 0.589 (strong). Meanwhile, the Q-squared value of 0.387 indicates that the model explains 38.7% of the variation in the research data, while the remaining 61.3% is influenced by other factors outside the model.

Table 4.
Effect Size

Variable	R-Square	Q-Square
Adaptive Performance		
Task Performance		
On-the-job Training	0.419	0.545
Recruitment	0.351	0.331



Selection	0.544	0.431
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Source: Data Processed (2026)

Based on Table 4, the results of the effect size test show that the F-squared values for the variables of recruitment, selection, and on-the-job training on adaptive performance are greater than 0.35; therefore, it is concluded that they have a large effect.

Table 5.
Normal Fit Index

Variable	Saturated Model	Estimated Model
SRMR	0,049	0,062
d_ULS	0,501	0,814
d_G	0,482	0,521
Chi-Square	273,092	287,827
NFI	0,876	0,869

Source: Data Processed (2026)

In Table 5, the Normal Fit Index (NFI) test result is 0.876, which is greater than 0.1 and close to 1; therefore, it can be concluded that the model used in this study is sound and acceptable.

Table 7.
Hypothesis Testing

Hypotheses	β	Sample Mean (M)	Std. Dev.	T-Statistic	P Value	Notes
Recruitment → Task Performance	0.331	0.332	0.067	4.937	0.000	Accepted
Recruitment → Adaptive Performance	0.351	0.352	0.065	5.367	0.000	Accepted
Selection → Task Performance	0.431	0.425	0.059	7.243	0.000	Accepted
Selection → Adaptive Performance	0.544	0.541	0.067	8.076	0.000	Accepted
On-the-job Training → Task Performance	0.545	0.549	0.069	7.939	0.000	Accepted
On-the-job Training → Adaptive Performance	0.419	0.418	0.081	5.168	0.000	Accepted

Source: Data Processed (2026)

**The Effect of Recruitment on Task Performance**

Based on the results of the hypothesis testing in Table 6, recruitment has a positive and significant effect on task performance, reinforcing the findings of Al-Essa & Al-Rafaei (2020) that effective recruitment improves employee performance by securing workers who meet the organization's needs. The path coefficient is 0.331, the t-statistic is 4.937, and the p-value is 0.000. This indicates that the better the recruitment process, the higher the employees' task performance. Thus, the hypothesis stating that recruitment influences task performance is accepted.

The Effect of Recruitment on Adaptive Performance

Based on the test results, recruitment has a positive and significant effect on adaptive performance, consistent with Park and Park (2019) who showed that effective recruitment not only optimizes the performance of core tasks but also builds employees' capacity to adapt to changes in the work environment. The path coefficient is 0.351, the t-statistic is 5.367, and the p-value is 0.000. This means that improving the quality of recruitment enhances employees' ability to adapt to changes, job demands, and working conditions. The hypothesis is accepted.

The Effect of Selection on Task Performance

Based on the results of the hypothesis test, the selection process has a positive and significant effect on task performance, consistent with the study by Mensah and Bawole (2021) which showed that a selection process conducted objectively and based on competencies can produce employees whose abilities align with job requirements. The path coefficient is 0.431, the t-statistic is 7.243, and the p-value is 0.000. These results indicate that the more precise the employee selection process is, the better the employees' task performance will be. The hypothesis is accepted.

The Effect Selection on Adaptive Performance

Based on the results of the hypothesis test, the selection process has a positive and significant effect on adaptive performance, consistent with previous research by Hassan et al. (2022) which showed that a good selection process is capable of identifying individuals who have the ability to adapt to changes in the work environment. The path coefficient was 0.544, the t-statistic was 8.076, and the p-value was 0.000. This coefficient value represents the strongest influence compared to other relationships, so it can be concluded that selection is the most



dominant factor in improving employees' adaptive performance. The hypothesis is accepted.

The Effect of On-the-Job Training on Task Performance

Based on the results of the hypothesis test in Table 6, on-the-job training has a positive and significant effect on task performance, supporting the research by Noe et al. (2014), which shows that training programs provided by companies can improve employees' ability to perform their jobs in accordance with established standards. The path coefficient is 0.545, the t-statistic is 7.939, and the p-value is 0.000. This means that the better the on-the-job training provided, the greater the employees' ability to complete their work tasks. The hypothesis is accepted.

The Effect of On-the-Job Training on Adaptive Performance

Based on the results of the hypothesis testing, on-the-job training was also found to have a positive and significant effect on adaptive performance, consistent with the research by Kim and Polyhart (2022), which indicates that training not only improves employees' technical skills but also helps them cope with changes and increasingly complex job demands. The path coefficient is 0.419, the t-statistic is 5.168, and the p-value is 0.000. This indicates that training is capable of improving employees' ability to adapt to changes in the work environment. The hypothesis is accepted.

CONCLUSION

Based on the results of the research analysis, it was shown that recruitment, selection, and on-the-job training consistently have a positive and significant impact on both employees' task performance and adaptive performance. An effective recruitment process has been proven to enhance employees' ability to fulfill their responsibilities as well as their readiness to cope with organizational changes. Meanwhile, proper selection optimizes the achievement of work targets and serves as a key determinant in fostering employees' flexibility in responding to environmental challenges. Finally, the implementation of ongoing on-the-job training successfully boosts employees' operational knowledge and skills, enabling them to remain effective, efficient, and responsive in addressing technological disruptions and increasingly dynamic work environments. Overall, the variables of recruitment, selection, and on-the-job training account for 60.2% of the variation in task performance and 58.9% of the variation in adaptive performance, while the remainder is explained by other factors outside the research model.



This study has several limitations, including a respondent pool limited to active employees in the Special Region of Yogyakarta (DIY), meaning the results cannot yet be broadly generalized to other regions with different characteristics. Furthermore, the scope of the variables is limited to recruitment, selection, and on-the-job training, without considering other external factors that could potentially influence task or adaptive performance. The data collection method, which relies on questionnaires, also carries the risk of introducing bias due to the subjectivity of respondents' perceptions. Finally, the use of a cross-sectional approach means this study can only capture the dynamic conditions of employees at a specific point in time. Companies are advised to optimize competency-based recruitment and selection through psychological tests and behavioral interviews, as well as to provide ongoing digital and problem-solving training to boost employee task performance and adaptability. Meanwhile, future research is expected to expand the study area, increase the cross-industry sample size, adopt a longitudinal approach, and explore other variables such as motivation, leadership, work environment, and employee engagement to improve the generalizability of the results.

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