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Analysis of Recruitment, Performance Evaluation, and Career Planning to Support Employee Performance

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Abstract: The purpose of this study is to prove that there is a relationship between the dependent and independent variables. A literature review method was used to prepare this article, which analyzes previous studies without distributing questionnaires to respondents. The result of this study is the association of all independent and dependent variables. It can be concluded that the performance of an organization can only be successfully produced if the attitude is in line with the standards set by management. Periodic performance reviews are conducted to determine goal achievement and appropriate career plans. Increase employee motivation to increase productivity. In this literature review, we found that there is a large influence between variables, which can serve as a reference for research in the field of human resources.

Keyword: Recruitment, Performance Evaluation, Career Planning, Employee Performance.

INTRODUCTION

All employee have the potential to act in different ways people can acquire the ability to act naturally or through learning. People have the potential to act in certain ways, but that action is only realized at certain times. The potential to act in a particular way is called an ability, and the expression of that potential is called a performance (Riyanto et al., 2017). Employee performance is an integral part of an organization, company, and all stakeholders involved in the company. To maintain the productivity of all employees working in a company, employee performance also plays an important role as a reference for evaluating employee qualifications. If an employee's performance is evaluated as good, he or she is entitled to receive recognition or other forms of compensation from the company (Yassir Araffat et al., 2020). Employee performance is a measure of how well an employee achieves the goals and standards of the company or organization he or she works for employee performance can also be understood as

the results that employees achieve in fulfilling their duties and responsibilities within an organization (Nurrohmah & Ali, 2020).

(Mulyanagara & Ali, 2023) Individual performance refers to the type of employee performance that is measured individually based on the duties and responsibilities performed by the employee. Personal performance is very important for companies because it gives an overview of how well employees can perform their tasks and responsibilities. Individual performance refers to the type of employee performance that is measured individually based on the duties and responsibilities performed by the employee personal performance is very important for companies because it gives an overview of how well employees can perform their tasks and responsibilities (H. Ali et al., 2017). It is important for companies not to ignore the needs of each employee in order to maintain good performance. Below are some factors that influence employee performance: work motivation, work environment, career development, and employee happiness (Nurdianah & Ali, 2023). In order to improve employee performance, it is necessary to conduct employee performance evaluation, which is an important process of measuring and evaluating employee performance at the workplace. Assessing employee performance helps companies identify employee strengths and weaknesses and provides feedback that helps in future employee development (Putra et al., 2021).

(Ansori & Ali, 2015) Some metrics that help measure employee performance and contribution: (1) Quality of Work: Evaluates accuracy, timeliness, and work product according to company standards. (2) Work Productivity: Measures the efficiency and performance of employees over a certain period of time. (3) Attendance status: Displays absences, tardiness, and vacation days taken. (4) Labor Discipline: Evaluate compliance with company rules and procedures. (5) Teamwork: Measures communication, cooperation, and ability to achieve team goals. (6) Innovation: Evaluates employees' creativity and ability to provide new improvement ideas. Performance is the optimal performance of employees according to their potential and is always important to organizational leaders. This performance represents the extent of a person's activities when completing tasks and attempting to achieve set goals (Noor et al., 2016). High-performing employees determine a company's success. Of course, if the employees perform well, the company will grow quickly. However, there is no doubt that a company will not last long if its employees do not perform well. Therefore, it is important for companies to ensure that their employees' performance does not deteriorate, but actually improves. To prevent poor employee performance, companies need to understand why employees are underperforming. This will make it easier to find a solution (Rony, 2020).

(Sawitri et al., 2019) Employees are expected to perform at a high level as members of the company. Because high performance increases employee productivity and helps companies achieve their goals in line with increasing market demands. High-performing employees can make employees feel at home and keep them at work. Achieving both short-term and long-term goals requires high performance from each individual. A human worker who is competent and flexible in performing tasks and responsibilities. The performance of companies and companies in the midst of fierce competition is greatly influenced by the performance of their employees. However, employee performance may suffer. (Jumawan & Widjaja, 2023) Poor management can affect employee motivation to work. It is important for employees to do their best for the development of the company. Managers should not unduly restrict employees' freedom as long as they have proven they are capable of achieving their goals (Agustian Zen, 2023).

LITERATURE REVIEW

Recruitment

Recruitment, by definition, is the process of actively searching for, selecting, and hiring people for a position or job. The recruitment process refers to all the steps from planning to

training new employees to become part of the company team (Candra Susanto et al., 2023):(Susanto, Sawitri, & Suroso, 2023). The term recruitment refers to a process that includes identifying, selecting, interviewing, training, and placing potential candidates. The human resources department is responsible for carrying out recruitment, as the job aims to attract qualified workers (Susanto, Rony, & Transportasi, 2023). The purpose of recruitment is to find the ideal candidate. On the other hand, in order to make the selection process efficient, candidates who do not meet the requirements may be immediately disqualified therefore, only the truly competent can pass the final selection or interview stage (Khasanah et al., 2023).

(Soehaditama et al., 2023) Every company has its own standards that must be met when conducting an employee recruitment process. If a company takes the wrong steps in hiring employees, it will have dire consequences for the company in the future. The recruitment process can be determined by a variety of factors, including the potential employee's personality, educational background, existing skills, and intellectual abilities. Private recruitment is a recruitment process that searches for talent within a company. This. Every company has its own standards that must be met when conducting an employee recruitment process. (Lesmini et al., 2023). The open recruitment method is a recruitment method used by companies to recruit from outside the company's environment (external). This method is necessary when companies expand their operations as the demand for labor increases. (Alrhaimi & Alhumshry, 2015). Recruitment is the first process that determines the advantages and disadvantages of teams formed within a company. Therefore, for continuous employee management, it is important to execute each stage of the recruitment process as well as possible (Faustino & Sulistya, 2022).

Performance Evaluation

Employee performance evaluation is a systematic examination of the working conditions of employees and is conducted formally in relation to the labor standards set by the company (Braglia et al., 2022). To effectively measure employee performance, you need to establish standards and evaluation factors that apply to employees at all levels within your company. To achieve the company's development goals, employee performance must also be evaluated regularly. Many companies now work with providers to enable them to regularly and systematically monitor their employee performance evaluation applications (Abu Oda et al., 2022). Employee performance appraisal or performance appraisal is a set of processes carried out to assess the level of job performance of employees based on established indicators. In addition, the results of the employee's performance evaluation will be notified to the employee. As mentioned earlier, this evaluation process is done by evaluating and measuring the employee's job performance and responsibility for each job (Joppen et al., 2019). Employee performance appraisal has several goals. To ensure that employees receive recognition and recognition for their performance and contributions. To ensure that employees have the opportunity to receive promotions and bonuses. Allow employees to identify specific skill areas they would like to improve on. Allow employees to identify additional education or training needs to support professional development. To help employees feel motivated and involved in professional development. As a forum for discussion between employees and the company about long-term goals (Abdelhadi et al., 2022).

Performance appraisals are conducted to, among other things, reward employees, provide recognition in exchange for promotions, enforce discipline and the common good, and prevent inappropriate work practices. Information obtained from specialized performance evaluations can be used as a basis for valid tests. Additionally, this information can be used as feedback to improve employee performance efficiency. On the other hand, this information can also be used by companies and managers to determine appropriate work distribution (Domínguez et al., 2019). Performance reviews are typically conducted to improve the way employees work

by providing them with the guidance they need to reach their full potential. Additionally, companies need to be able to distribute the workload of their employees wisely. In this way, the company maintains a clear record of its employees (Ogata et al., 2022). The evaluation of an employee's performance plays an important role in planning the further professional development of the employee. On the other hand, employee performance has a significant impact on a company's efforts to achieve its goals (Domínguez et al., 2019).

Career Planning

Career planning is a process that you need to go through to achieve your desired career goals. There are various processes and steps you need to take when planning your career, including identifying, planning, and executing. The preparation of a career plan must be accompanied by sufficient supporting conditions to make it a reality. These requirements cover many aspects such as job performance, educational background, work history, competency for a particular position, and weight of the job. In reality, career planning is a continuous process that never stops. Its presence supports the process of learning and self-development to achieve the desired career. In line the research from (Nurmasari, 2015):(Mohamad Muspawi, 2017):(Omotunde & Alegbeleye, 2021).

Development of employee skills can be achieved through proper career planning. Career planning is the activity of clarifying personal goals and abilities and adapting them to future organizational needs and existing opportunities. Careers are very important to employees and organizations a career is the sum of the work a person does during his or her working life. For some people, work requires careful planning. Even if you actually plan your career, there is no guarantee that your career will be successful. Work performance, experience, education, and various opportunity factors also influence a person's career success. A person needs to know his career goals and plan for them. Only then can you implement your career plans. People who don't do career planning may be because they think their company or manager is responsible for their career, or they don't care about the basic concept of career planning. Career Planning Activity will not be successful without knowledge of career goals and existing career paths. (Narulita, 2019):(Massie, 2015):(Julianita, 2018):(Bianca & Susihono, 2012).

Employee Performance:

Performance is the result of a process measured over a specific period of time based on previously made decisions or agreements (Thamrin AR et al., 2022). Performance refers levels of task accomplishment that make up an employee's job. performance reflects how well an employee meets her job requirements. Performance is often misunderstood as effort reflecting energy expended, and performance is measured by results (Susanto, Sawitri, Ali, et al., 2023). Depending on the company's policies, different work standards are applied to performance within an organization, and the factors that influence performance are developed from different perspectives (Susanto, Syailendra, & Suryawan, 2023). Performance describes the results of work that individuals or groups within an organization can accomplish in accordance with their respective powers and responsibilities in the context of efforts to achieve the objectives of the organization, both legally and non-legally to violate the law and act in accordance with morals and ethics. (Susanto & Sawitri, 2022).

Employee performance is attracting attention from various quarters, not only in government but also in businesses and organizations in general. This greater attention to performance aspects is understandable as it relates to the efficiency and effectiveness of the use of human resources in achieving the goals set by the organization (Siswanto & Lestari, 2019). Efforts to improve employee performance must be made by all leaders in organizations and businesses, as well as by governments. We make every effort to ensure that our employees perform their duties in line with established goals.

This is because it is impossible to achieve the company's organizational goals if employees are unable to perform their jobs according to established standards. Every time a company creates more work for its employees, it increases employee effectiveness and efficiency in the following ways (Handoyo & Setiawan, 2017).

Performance is the result of work done by individuals within an organization, calibrated to a specific period of time, and associated with measures of organizational values or standards for which individuals perform well in quality and quantity. High employee performance levels bring the following benefit increase pay and expand opportunities for advancement, and allow employees to gain experience and mastery in their field of work. On the other hand, if an employee's performance level is low, it indicates that the employee is incompetent at the job (Magga, 2023). The number of workers produced by the company must meet 's work standards, and each of the company's employees already has the knowledge and skills to meet the company's standards, so by proving good work quality. you can avoid the level of error when completing the task. The task of certifying that the employees assigned their work by company management have worked in accordance with company procedures and regulations (Runa, 2020).

METHODS

This research method uses a qualitative approach to examine the variables in this study. One type or method of academic writing is library research. Theoretical analyzes and analyzes of the relationship between online and offline variables, books, and magazines were obtained from Mendeley, Google Scholar, and other online media. Qualitative research articles should use consistent methodological assumptions to avoid leaving any doubts in the reader's mind. One of the reasons for conducting this study is its exploratory nature (H. H. Ali & Lima Krisna, 2013).

RESULT AND DISCUSSION

In the era of globalization, reliable human resources are required all her organizations always count on resources that can work effectively and efficiently to achieve corporate goals. Human resources are an important element in an organization. Regardless of form or purpose, organizations are founded on diverse visions for the benefit of humanity and are guided and managed by people in carrying out their missions. Human resources therefore become a strategic element in all organizational activities. Furthermore, human resources are also the driving and determining factors in the process of an organization achieving its success or organizational goals. Consistent with previous research (Yagil et al., 2023):(Stirpe et al., 2022):(Pattnaik & Pattnaik, 2021):(Sadick & Kamardeen, 2020):(Rettrisunz et al., 2023):(Febrian et al., 2023).

When employees perform their jobs, they produce what is called performance. Performance is the result of an employee's work over a period of time compared to various options, such as predetermined and mutually agreed standards, goals, and criteria. Performance is the result of the work that individuals or groups within an organization can do, according to their respective authorities and responsibilities, legally, without violating the law, and in accordance with norms to achieve the objectives of the organization and ethics (Supardi & Aulia Anshari, 2022).

Human resources or human resources plays a strategic role in determining success and achieving organizational goals. To achieve this goal, the role of the HR department will continue to be optimized to improve the performance of the HR department for the continuity of the organization or company. performance does not come by itself, but performance must be managed by her company. Measuring employee performance requires careful research. As employee performance improves, success influences the achievement of company goals. The

results of a company's employee performance evaluation play an important role in setting the company's human resources decision policy, planning of activities and new personnel, whether it is necessary to carry out employee development, training and further education activities, recruitment of new employees, selection of employees, promotion of employees. Determining the need for employees etc. Performance evaluation also depends on the type of work and the goals of the respective company. An employee performance evaluation conducted by a company provides information about the scope of services provided by the employee within a certain period of time. High-performing employees are expected to take full responsibility, perform their tasks skillfully, and utilize their full potential effectively and efficiently. It is expected that will make a positive contribution to 's business results by improving employee performance in line the research (Rosvita et al., 2017):(Walumbwa et al., 2011):(Flamholtz & Hua, 2002):(Yusuf et al., 2023):(Susanto, Ali, Sawitri, et al., 2023):(Waruwu, 2016):(Deviyana et al., 2023):(Nurfajar et al., 2018).

CONCLUSION

Organizational development in the era of globalization is accelerating, and competition within organizations is intensifying. Human resources play an important role in today's business competition. It is said that companies with talented human resources will be able to compete with other companies. This proves that the quality of human resources determines the quality and future of his company. Effort without pressure or coercion. Performance in today's modern organizations requires management attention. If the performance of employees within a company is not properly managed, it can become a hindrance to the company's efforts to achieve its goals. Building this performance naturally also requires adjusting the company's framework and conditions so that it can compete with other companies in the current era of globalization. Every company always wants to achieve maximum goals and these goals can be achieved if the employees perform well. Therefore, companies try to motivate or encourage employees to perform well by providing awards, performance opportunities, more meaningful work, job security, and company policies. Human resources play a major role in determining the progress or decline of a company. A successful company needs talented people. Demonstrate superior performance in your field of expertise and support the achievement of company goals. In order to recruit employees who are qualified and competent in their field and who can contribute to the achievement of company goals, some aspects that human resource managers need to pay attention to are professional training and employee performance.

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