

## THE EFFECT OF RECRUITMENT, WORK MOTIVATION, AND WORK DICIPLINE ON EMPLOYEE PERFORMANCE

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### *Abstrak*

Penelitian ini bertujuan untuk mengkaji bagaimana rekrutmen, motivasi kerja, dan disiplin kerja mempengaruhi kinerja karyawan Generasi Z di Kota Madiun. Studi ini didorong oleh meningkatnya jumlah pemutusan hubungan kerja di kalangan pekerja Generasi Z, yang dianggap menghadapi kesulitan terkait motivasi, disiplin, dan adaptasi terhadap lingkungan kerja. Dengan menggunakan metodologi kuantitatif, penelitian ini mengumpulkan data melalui kuesioner dan menganalisis hasilnya menggunakan regresi linier berganda. Temuan menunjukkan bahwa rekrutmen, motivasi kerja, dan disiplin kerja masing-masing memiliki pengaruh positif dan signifikan terhadap kinerja kerja karyawan Generasi Z di Kota Madiun. Hasil ini menyoroti pentingnya perusahaan untuk menyesuaikan strategi manajemen sumber daya manusia mereka dengan karakteristik unik Generasi Z guna meningkatkan kinerja organisasi secara keseluruhan.

**Kata Kunci:** Rekrutmen, Motivasi Kerja, Disiplin Kerja, Kinerja Karyawan.

### *Abstract*

*This research aims to examine how recruitment, work motivation, and work discipline impact the performance of Generation Z employees in Madiun City. The study is motivated by the rising number of employment terminations among Generation Z workers, who are perceived to face difficulties related to motivation, discipline, and adapting to the workplace environment. Employing a quantitative methodology, the study collected data through questionnaires and analyzed the results using multiple linear regression. Findings indicate that recruitment, work motivation, and work discipline each have a positive and significant influence on the job performance of Generation Z employees in Madiun City. These results highlight the importance for companies to tailor their human resource management strategies to the unique traits of Generation Z to enhance overall organizational performance.*

**Keywords:** Recruitment, Work Motivation, Work Discipline, Employee Performance

## **A. INTRODUCTION**

A number of large companies have reportedly terminated their employment relationships with Generation Z or Gen Z employees. Based on survey results, six out of ten companies have dismissed employees who were newly recruited in 2024. The main reasons for terminating employment relationships with Generation Z include a lack of work motivation, unprofessional attitudes, weak communication skills, and a low work ethic, all of which have the potential to increase unemployment rates among Gen Z (detik.com, 2024).

The number of companies deciding to lay off Gen Z employees continues to increase. Based on the latest report from Intelligent, a consulting platform in the field of education and careers, surprising data has been found regarding the condition of Generation Z workers. The report states that around six out of ten companies surveyed admitted to having fired college graduates they had just recruited this year. Some of the reasons behind this decision include low work ethic, lack of professionalism, and poor communication skills. Another survey conducted by Resume Templates shows that as many as 70 percent of Gen Z respondents admitted to asking their parents for help in the job search process. On the other hand, around 25 percent even came to interviews accompanied by their parents, while others involved their parents in sending job applications and writing resumes for them (Jakarta, CNBC Indonesia).

The surge in layoffs in the 2024 to 2025 period is influenced by a number of crucial factors. Bhima Yudhistira Adinegara, Executive Director of the Center of Economic and Law Studies, said that there are several main causes behind the increase in layoffs, including the following:

1. Investment regulations are considered insufficient in supporting industries that have been operating for a long time.
2. Weak purchasing power further exacerbates the employment situation.
3. Delays in the procurement of machinery and adoption of modern technology, especially in the textile, garment, footwear, automotive, and electronics sectors.
4. Import restrictions hinder the competitiveness of domestic products in the market.

5. The technical scheme in the Job Loss Insurance Program (JKP) is still unable to provide long-term solutions to the issue of layoffs. GoodStats (2025).

Several factors can influence employee performance, such as hiring processes, motivation at work, and adherence to work discipline. Previous studies have revealed some inconsistencies in findings. For instance, Pratiwi and Triyonowati (2024) Discovered that recruitment has a positive and significant impact on employee performance, whereas Deddy and Hendy (2022) Determined that the recruitment process does not significantly affect employee performance. Similarly, Pratiwi and Triyonowati (2024) Determined that the recruitment process does not significantly affect employee performance, However, this differs from the results of Adha, Qomariah, and Hafidzi (2019), who found no effect of motivation on employee performance. Additionally, while Pratiwi and Triyonowati (2024) Demonstrated that work discipline positively and significantly influences employee performance, Safni et al. (2023) Contended that work discipline does not significantly affect employee performance.

### **Employee performance**

Employee performance pertains to the results attained by a person in carrying out their tasks and obligations. According to Robbins (2016), performance can be evaluated based on five criteria: quality, quantity, timeliness, efficiency, and independence.

### **Recruitment**

Recruitment is the initial process of HRM that aims to find and attract prospective employees with qualifications that match the needs of the organization. Handoko (2001) states that recruitment is the process of searching for and selecting prospective employees, which begins when applicants are sought and ends when their applications are accepted. In the world of education, the recruitment process must consider professionalism and the suitability of competencies to the field of work.

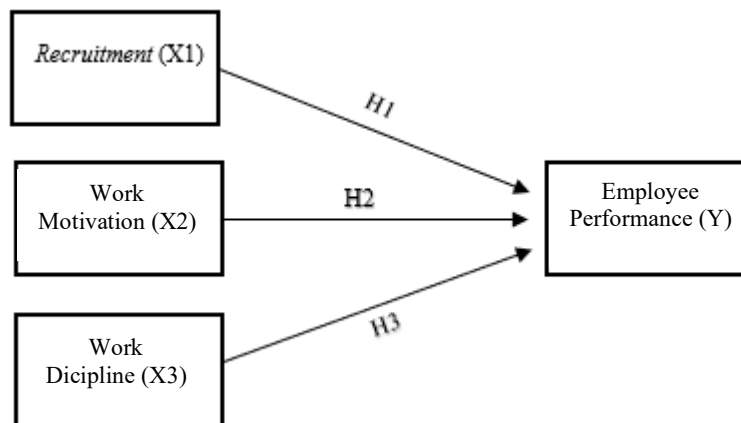
## Work Motivation

Work motivation is an internal drive that encourages individuals to work diligently in order to achieve organizational goals. According to Mangkunegara (2011), work motivation includes the need to achieve, opportunities for growth, and recognition for work results.

## Work Dicipline

Work discipline refers to the adherence to the rules and procedures set within an organization. According to Hasibuan (2019), work discipline is defined as an individual's capacity to perform their duties consistently, continuously, and honestly in accordance with established regulations without breaching them.

## Conceptual Framework



Source : replica from (Pratiwi and Triyonowati, 2024).

Based on the conceptual framework outlined, the research hypotheses are developed as follows:

H1: Recruitment positively and significantly influences employee performance.

H2: Work motivation positively and significantly influences employee performance.

H3: Work discipline has a positive and significant impact on employee performance.

## B. METHOD

This research employed a quantitative approach to examine how recruitment, work motivation, and work discipline, as independent variables, affect the performance of Generation Z employees. The research population included all employees belonging to Generation Z. Since the exact number of Generation Z employees was unknown, the researcher selected a sample of 384 individuals. Data were collected through the distribution of questionnaires. The study employed a non-probability sampling technique, specifically purposive sampling, where participants were chosen according to predetermined criteria. These criteria included being a Generation Z employee in Madiun City, born between 1997 and 2005, and their employment status.

## C. RESULTS AND DISCUSSIONS

### Normality Test

**Table 1. Normality Test Results**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		384
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.44153791
Most Extreme Differences	Absolute	.043
	Positive	.033
	Negative	-.043
Test Statistic		.043
Asymp. Sig. (2-tailed)		.085 <sup>c</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: SPSS Version 25 Output Data Processed in (2025)

According to the One-Sample Kolmogorov-Smirnov normality test results, the Asymp Sig. (2-tailed) value is 0.085. Since the significance value of 0.085 is greater than 0.05, it indicates that the data in this study follows a normal distribution.

## Multicollinearity Test

Table 2. Multicollinearity Test Results

Variabel Bebas Penelitian	Collinearity Statistics		Description
	Tolerance	VIF	
<i>Recruitment</i> ( $X_1$ )	0,366	2,731	No Multicollinearity
Motivasi Kerja ( $X_2$ )	0,304	3,287	No Multicollinearity
Disiplin Kerja ( $X_3$ )	0,425	2,351	No Multicollinearity

Source: SPSS Version 25 Output Data Processed in (2025)

All independent variables in this model recruitment, work motivation, and work discipline did not exhibit multicollinearity, Because the tolerance values exceeded 0.1 and the VIF values were below 10, the data was deemed appropriate for further regression analysis.

## Heteroscedasticity Test

Table 3. Heteroscedasticity Test Results

Variabel Bebas Penelitian	Sig.	Description
<i>Recruitment</i> ( $X_1$ )	0,648	No Heteroscedasticity
Motivasi Kerja ( $X_2$ )	0,052	No Heteroscedasticity
Disiplin Kerja ( $X_3$ )	0,242	No Heteroscedasticity

Source: SPSS Version 25 Output Data Processed in (2025)

The independent variables—recruitment, work motivation, and work discipline—did not show any signs of heteroscedasticity, as the significance values for each variable in the regression model were all greater than 0.05.

## Multiple Linear Regression Test

Table 4. Multiple Linear Regression Test Results

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.845	.556		1.520	.129
TOTAL_X1	.359	.042	.420	8.528	.000
TOTAL_X2	.112	.035	.174	3.223	.001
TOTAL_X3	.166	.025	.302	6.611	.000

Source: SPSS Version 25 Output Data Processed in (2025)

According to the multiple linear regression analysis carried out with SPSS version 25, the regression equation model presented in Table 4 was derived as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$Y = 2.829 + 0.132 X_1 + 0.139 X_2 + 0.456 X_3 + e$$

The interpretation of the regression equation model is as follows:

1. The constant value of 0.845 indicates that when recruitment, work motivation, and work discipline are kept constant, the performance of Generation Z employees in Madiun City increases by 0.845, equivalent to 84.5%. This suggests that 84.5% of the employee performance can be attributed to these three factors.
2. The recruitment coefficient of 0.359 suggests that a 1% rise in recruitment results in a 0.359, or 35.9%, improvement in employee performance, assuming other variables remain unchanged.
3. The coefficient for work motivation is 0.112, meaning that a 1% rise in work motivation results in a 0.112 or 11.2% increase in employee performance, with other factors held constant.
4. The work discipline coefficient of 0.166 signifies that a 1% increase in work discipline corresponds to a 0.166 or 16.6% improvement in employee performance, assuming other variables do not change.

## Partial Test (t-test)

**Table 5. Partial Test Results (t-test)**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.845	.556		1.520	.129
TOTAL_X1	.359	.042	.420	8.528	.000
TOTAL_X2	.112	.035	.174	3.223	.001
TOTAL_X3	.166	.025	.302	6.611	.000

Source: SPSS Version 25 Output Data Processed in (2025)

The t-test findings indicate that recruitment positively and significantly influences employee performance. Similarly, work motivation has a positive and significant impact on employee performance. Additionally, work discipline has a positive and meaningful effect on employee performance.

## Determination Coefficient Test (R<sup>2</sup>)

**Table 6. Coefficient of Determination (R<sup>2</sup>)**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,814 <sup>a</sup>	0,663	0,660	1,44722

a. Predictors: (Constant), Total X3, Total X1, Total X2

Source: SPSS Version 25 Output Data Processed in (2025)

The factors of recruitment, work motivation, and work discipline together explain 66.0% of the changes in consumer repurchase interest. The other 34.0% is due to factors outside the scope of this research model.

## D. CONCLUSIONS

Recruitment, work motivation, and work discipline positively and significantly influence the performance of Generation Z employees in Madiun City.

## E. SUGGESTIONS

This study's results indicate that recruitment, work motivation, and work discipline have a positive effect on the performance of Generation Z employees in Madiun City. Competency-based recruitment, high motivation, and effective work discipline have been shown to improve employee productivity and the quality of their work. Therefore, these three factors are crucial elements that organizations should prioritize in their human resource management.

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