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The Effects of Recruitment and Organizational Commitment on Employee Performance in a Public Sector Institution: Evidence from the North Luwu District DPRD Office

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Abstract

This study investigates the impact of recruitment and organizational commitment on employee performance at the North Luwu District DPRD Office. It adopts a quantitative design involving a population of 120 employees, from which 55 respondents were selected using the Slovin formula and probability sampling technique. Data were gathered through questionnaires and processed using multiple linear regression analysis with IBM SPSS version 26. The findings show that recruitment yields a regression coefficient of 0.223 with a t-value of 1.075 ($p > 0.05$), indicating no significant effect on employee performance. Conversely, organizational commitment produces a regression coefficient of 1.092 with a t-value of 5.225 ($p < 0.05$), reflecting a positive and significant influence. When examined together, both variables significantly affect employee performance. These results indicate that organizational commitment plays a more prominent role in shaping employee performance than recruitment. Observations in the field also reveal that recruitment practices, which are not fully transparent and not entirely based on competency, reduce their effectiveness in improving performance. In contrast, employees with stronger organizational commitment tend to exhibit higher levels of discipline and responsibility. Accordingly, reinforcing organizational commitment alongside improving recruitment systems is crucial for enhancing employee performance in the public sector.

Keywords: *Recruitment; Organizational Commitment; Employee Performance; North Luwu Regency DPRD Employees.*

INTRODUCTION

Human resources (HR) constitute the most essential and vital asset in every organization, both in the public and private sectors. The success of an institution largely depends on the quality and performance of its employees. Productive, disciplined employees with a high level of commitment contribute significantly to the optimal achievement of organizational goals. In the context of local government, the presence of high-performing personnel is a key factor in accelerating the achievement of development visions and missions, improving the quality of public services, and strengthening institutional capacity. Therefore, government institutions need to ensure that each recruited individual possesses the required job competencies while also fostering organizational commitment to cultivate a sense of responsibility, loyalty, and professionalism in the workplace. Setiari (2025) emphasizes that systematic recruitment can improve individual quality, which ultimately has a positive impact on organizational performance.

In modern HR management, a comprehensive strategic approach is essential, particularly in recruitment and the strengthening of organizational commitment. Recruitment conducted based on objective, transparent, and competency-based principles serves as the initial step for organizations to acquire qualified employees. Hildani and Kamaruddin (2024) explain that the success of the recruitment process is highly determined by effective HR planning and accurate job analysis, ensuring that employee placement aligns with their expertise and responsibilities. Thus, recruitment should not merely be viewed as an administrative process but also as a fundamental strategy for enhancing the performance of government personnel. The study by Nadia Maulina and Fereshti (2023) also demonstrates that

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improvements in recruitment and selection systems can significantly enhance employee performance. Similarly, Syuryatman Desri et al. (2024) confirm that recruitment has a positive effect on performance, with a stronger impact when selection acts as a moderating variable.

In addition to recruitment, organizational commitment plays a crucial role in supporting employee performance. This commitment reflects employees' emotional attachment, loyalty, and sense of responsibility toward their institution. Employees with a high level of commitment tend to exhibit greater motivation to contribute, innovate, and complete tasks effectively. Rachmanda et al. (2024) demonstrate that organizational commitment has a significant positive effect on employee performance. Likewise, Sri Dewi Anggadini et al. (2021) find that budget participation and organizational commitment positively influence the performance of local government officials. Furthermore, Tuti Setyorini et al. (2022) show that organizational culture and commitment contribute to improving lecturer performance through Organizational Citizenship Behavior (OCB).

However, the conditions at the Secretariat of the Regional House of Representatives (DPRD) of North Luwu Regency indicate a gap between ideal conditions and actual practice. Based on the civil servant performance evaluation report in January 2025, several issues persist, including employee tardiness, low levels of innovation, weak interdepartmental collaboration, and a lack of initiative in task completion. This situation suggests that recruitment processes have not been fully competency-based, and organizational commitment among employees has not been optimally developed. In fact, the DPRD Secretariat plays a strategic role in supporting legislative, supervisory, and budgeting functions. Weak recruitment practices and low organizational commitment may lead to decreased institutional effectiveness and lower quality of public services.

Nevertheless, different findings are reported by Endang Pitaloka and Fadhira Meirini (2021), who state that organizational commitment does not have a significant effect on performance, although employee engagement shows a positive impact. These differences indicate inconsistencies in the influence of organizational commitment on employee performance. Furthermore, Mulyawardhana and Merdiaty (2025) find that this influence is not always significant, as performance may also be affected by other factors such as organizational culture, work environment, and management policies. These varying findings suggest that although organizational commitment is important, its effectiveness depends on the support of integrated HR management strategies. Most previous studies have focused on the private sector, such as industry, services, and education, while research in the public sector particularly within the DPRD of North Luwu Regency remains limited. In fact, the performance of DPRD employees plays a crucial role in determining the quality of public services as well as the effectiveness of legislative, supervisory, and budgeting functions. Based on the identified empirical problems and research gaps, this study aims to analyze the effect of recruitment and organizational commitment on employee performance at the DPRD Office of North Luwu Regency. This research is expected to provide theoretical contributions to the development of human resource management studies as well as practical recommendations for improving the effectiveness of public sector HR management.

Literature Review and Hypothesis Development

Recruitment

Recruitment is a strategic process undertaken by organizations to enhance the quality of human resources through the identification and placement of candidates who meet job requirements. Raharjo (2021) defines recruitment as the process of obtaining a pool of applicants who meet specific qualifications within an organization. When the number of applicants matches the workforce needs, the selection process may become unnecessary as the choice is already determined. According to Suherman and Siska (2024), recruitment refers to a series of activities aimed at identifying potential human resources who possess the motivation, abilities, skills, and knowledge required to occupy specific positions within an organization. Wardhana (2021) further explains that recruitment is a two-way communication process between the organization and potential employees, where both parties exchange information. Through this process, organizations not only acquire the best candidates but also build a positive image, even among applicants who are not selected.

Based on these perspectives, recruitment can be understood as a strategic and communicative process to obtain competent candidates in an effective and efficient manner. The focus of recruitment is not only on the number of qualified applicants but also on the quality of individuals in terms of motivation, abilities, skills, and knowledge to support the achievement of organizational goals.

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Silaen et al. (2022) describe the ideal stages of recruitment, which include: (1) identifying needs through job analysis to determine required qualifications and workforce size; (2) recruitment planning, including sources and strategies; (3) job vacancy announcements through various media; (4) application collection to attract potential candidates; (5) initial screening to filter out nqualified applicants; (6) compiling a shortlist of candidates eligible for further selection; and (7) evaluating recruitment effectiveness to assess the accuracy of methods and outcomes.

Similarly, Silaswara et al. (2021) emphasize that the recruitment process consists of four key aspects: (1) recruitment strategy, including determining qualifications, timing, and methods; (2) attracting applicants through job information dissemination; (3) fair screening of candidates; and (4) developing a database of qualified applicants. From these explanations, recruitment is not merely an administrative activity but a strategic process that determines the quality of human resources within an organization. Effective recruitment enables organizations to attract, select, and place candidates according to their needs, thereby contributing to improved employee performance.

H1: Recruitment is hypothesized to have a significant effect on employee performance at the DPRD Office of North Luwu Regency.

Organizational Commitment

Organizational commitment is a crucial element in human resource management that significantly influences organizational sustainability and success. In general, organizational commitment reflects an individual's psychological attachment to the organization, whether emotional, rational, or normative. Astutik (2023) defines organizational commitment as the attachment of employees to their organization, which is reflected in loyalty, adherence to rules, and the willingness to contribute to organizational progress. This commitment is not merely the desire to remain employed but is also demonstrated through consistent behavior and responsibility in performing tasks.

Similarly, Wahyuni (2022) explains that organizational commitment is an internal drive that fosters a sense of belonging, encouraging employees to support organizational goals. This commitment consists of three main dimensions: affective (emotional attachment), continuance (awareness of the costs of leaving the organization), and normative (a sense of moral obligation to remain). The higher the level of commitment, the greater the employee's dedication and performance.

Maisaroh (2020) emphasizes that organizational commitment is an internal motivation to remain in and support the organization through loyalty, adaptability, and willingness to sacrifice for organizational advancement. Ningsih (2022) adds that organizational commitment is closely related to emotional attachment, self-identification, and active participation in the organization, which is reflected in a sense of belonging, loyalty, and support for organizational goals. Therefore, organizational commitment represents the level of loyalty, ownership, and sincerity of employees in contributing to organizational success.

Overall, organizational commitment can be understood as a psychological condition reflecting employees' attachment to the organization, expressed through loyalty, a sense of belonging, and consistent support for organizational objectives. According to Maisaroh (2020), organizational commitment can be measured through four indicators: (1) adaptation to organizational rules and culture, (2) loyalty in maintaining the organization's reputation and retention, (3) active support for organizational activities and policies, and (4) willingness to prioritize organizational interests over personal interests.

Meanwhile, Ningsih (2020) identifies five indicators of organizational commitment: (1) emotional attachment, (2) identification with organizational values and goals, (3) involvement in organizational activities, (4) sense of belonging, and (5) loyalty reflected in the intention to remain and support management policies in the long term. Thus, organizational commitment not only reflects employees' intention to stay but also their willingness and responsibility to contribute optimally to achieving organizational goals.

H2: Organizational commitment is hypothesized to have a significant effect on employee performance at the DPRD Office of North Luwu Regency.

Employee Performance

Employee performance is a key aspect of human resource management as it reflects the extent to which individuals contribute to achieving organizational goals. Conceptually, performance refers to

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the outcomes resulting from the execution of tasks and responsibilities assigned to individuals within an organization. Wardhana (2021) states that the term performance originates from the word "performance," which encompasses not only the results but also the processes involved in completing tasks. According to Suherman and Siska (2024), performance refers to the output achieved by individuals or groups in carrying out their duties in accordance with assigned authority and responsibilities. Silaen et al. (2022) further define employee performance as the level of achievement in completing tasks, both in terms of quantity and quality. Thus, performance reflects the actual contribution of employees to the organization, influenced by both internal and external factors.

To assess performance objectively, measurable indicators are required. Darmawan et al. (2023) propose eleven key indicators of performance, including: (1) work quality, (2) work quantity, (3) adaptability, (4) initiative, (5) productivity, (6) interpersonal skills, (7) leadership, (8) planning and organizing ability, (9) learning ability, (10) responsibility, and (11) self-confidence.

Furthermore, Kasmir (in Suherman & Siska, 2024) identifies several factors influencing performance, including ability, knowledge, work planning, personality, motivation, loyalty, discipline, organizational culture, job satisfaction, work environment, commitment, leadership, and leadership style. These factors interact in determining the effectiveness and outcomes of employee performance.

In addition, Mangkunegara (2020) outlines six individual performance indicators: (1) quality, (2) quantity, (3) timeliness, (4) effectiveness, (5) independence, and (6) commitment. From these perspectives, employee performance can be understood as a multidimensional construct encompassing cognitive, affective, and behavioral aspects. It is influenced not only by individual capabilities and motivation but also by organizational systems and the work environment. Therefore, performance evaluation must be conducted comprehensively, objectively, and based on measurable indicators to accurately reflect employees' contributions to organizational success.

H3: Recruitment and organizational commitment are hypothesized to simultaneously have a significant effect on employee performance at the DPRD Office of North Luwu Regency.

METHOD

This study is a quantitative research about examining and analyzing the effect of recruitment and organizational commitment on employee performance at the Regional House of Representatives (DPRD) Office of North Luwu Regency. The research was conducted at the DPRD Office of North Luwu Regency over a period of two months, from August to September 2025. The research location was selected purposively, as the researcher is employed as a contract staff member at the institution and is currently completing a final project in the Management Study Program. The population of this study includes all active employees working at the DPRD Office of North Luwu Regency, totaling approximately 120 individuals. From this population, the sample size was determined using the Slovin formula with a 10 percent margin of error, resulting in a value of 54.54, which was rounded up to 55 respondents. The Slovin formula is presented as follows: $n = \frac{120}{1+120\ (0{,}1)^2} = 54{,}54$.

The sampling technique used in this study is probability sampling, which provides equal opportunity for all members of the population to be selected as research respondents. In this case study, the data used consist of primary data as the main source and secondary data as supporting information. Primary data were collected directly through the distribution of questionnaires to respondents and interviews with selected employees. The questionnaire was developed based on the research variable indicators using a Likert scale with 20 items. Meanwhile, secondary data were obtained from internal institutional documents, personnel reports, and literature relevant to the research topic. The operationalization of variables in this study includes three main variables, namely recruitment (X1), organizational commitment (X2), and employee performance (Y). Each variable was measured based on indicators formulated in previous literature, which were then translated into questionnaire items. The data analysis methods used include descriptive and inferential analysis. Descriptive analysis was employed to describe respondent characteristics and the distribution of questionnaire responses, while inferential analysis was used to test the research hypotheses. Statistical analysis was conducted using IBM SPSS Statistics version 26, including validity and reliability tests of the instrument, multiple linear regression analysis (multiple linear regression equation: $Y = a + \beta1X1 + \beta2X2 + e$), t-test for partial effects, F-test for simultaneous effects, and the coefficient of determination (R^2) to determine the contribution of independent variables to the dependent variable.

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RESULTS and DISCUSSION

Results

Validity Test

This study uses a significance level of 5%, with the r-table value obtained at df = 53, which is 0.2656, determined using the formula df = n − 2 (55 − 2 = 53). Based on the table below, it can be seen that all instruments or questionnaire items have r-count values higher than the r-table value. Therefore, all items measuring Recruitment (X1), Organizational Commitment (X2), and Employee Performance (Y) are declared valid.

Table 1. Validity Test Results

Variable X1	Item	r-count	r-table	Description
Recruitment	X1.1	0,877	0,2656	Valid
	X1.2	0,790	0,2656	Valid
	X1.3	0,794	0,2656	Valid
	X1.4	0,928	0,2656	Valid
	X1.5	0,652	0,2656	Valid
	X1.6	0,832	0,2656	Valid
Variable X2	**Item**	**r-count**	**r-table**	**Description**
Organizational Commitment	X2.1	0,858	0,2656	Valid
	X2.2	0,800	0,2656	Valid
	X2.3	0,904	0,2656	Valid
	X2.4	0,929	0,2656	Valid
	X2.5	0,732	0,2656	Valid
	X2.6	0,928	0,2656	Valid
Varible Y	**Item**	**r-count**	**r-table**	**Description**
Employee Performance	Y1	0,939	0,2656	Valid
	Y2	0,920	0,2656	Valid
	Y3	0,750	0,2656	Valid
	Y4	0,862	0,2656	Valid
	Y5	0,835	0,2656	Valid
	Y6	0,808	0,2656	Valid
	Y7	0,844	0,2656	Valid
	Y8	0,915	0,2656	Valid

Source: Processed data results using IBM SPSS Statistics version 26.

Reliability Test

Based on the table below, it can be concluded that all 20 instruments or questionnaire items used in this study are declared reliable based on the reliability test results. This is because all items measuring the Recruitment variable (X1), Organizational Commitment (X2), and Employee Performance (Y) have Cronbach's Alpha values greater than 0.70, indicating that all items are reliable as research measurement instruments.

Table 2. Reliability Test Results

Reability Statistics

Cronbach's Alpha	Standar Reabilitas	N of Items	Description
0,978	0,70	20	Reliable

Source: Processed data results using IBM SPSS Statistics version 26.

Multiple Linear Regression Results

Based on the coefficient table below, the regression equation can be formulated and interpreted as follows: $Y = 0.698 + 0.223X_1 + 1.092X_2 + e$

1. The constant value of 0.698 indicates that when Recruitment and Organizational Commitment are equal to zero, Employee Performance is 0.698 units.
2. The Recruitment coefficient (X_1) of 0.223 shows a positive effect on Employee Performance. This means that a one-unit increase in Recruitment will increase Employee Performance by 0.223 units.
3. The Organizational Commitment coefficient (X_2) of 1.092 is also positive, indicating that a one-unit increase in Organizational Commitment will increase Employee Performance by 1.092 units.

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Table 3. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Tollerance	VIF
		B	Std. Error	Beta				
1	(Constant)	0,698	1,74		0,401	0,690		
	Recruitment	0,223	0,208	0,162	1,075	0,287	0,090	10,701
	Organizational Commitment	1,092	0,209	0,789	5,225	0,00	0,090	10,701

a.Dependent Variable: Employee Performance
Source: Processed data results using IBM SPSS Statistics version 26.

Partial Test (t-test)

Based on the results of the t-test, the following findings are obtained:

1. The Recruitment variable (X_1) has a t-value of 1.075, which is lower than the t-table value of 2.00665, and a significance value of 0.287 > 0.05. This indicates that recruitment does not have a significant effect on employee performance at the DPRD Office of North Luwu Regency.
2. The Organizational Commitment variable (X_2) has a t-value of 5.225, which is higher than the t-table value of 2.00665, and a significance value of 0.000 < 0.05. This indicates that organizational commitment has a significant effect on employee performance at the DPRD Office of North Luwu Regency.

Table 4. Partial Test (t-test) Results

Variable	T Hitung	T Tabel	Description
Recruitment	1,075	2,006	No Significant
Organizational Commitment	5,225	2,006	Significant

Source: Data results fromCoefficients table that using IBM SPSS Statistics version 26.

Based on the interviews, about 65% of employees feel their jobs match their background, but annual rotations often cause mismatches. Around 70–75% also perceive the selection process as less transparent and influenced by favoritism, which weakens trust in recruitment. As a result, recruitment does not have a significant effect because it is not fully merit-based. The findings also show that employees with strong emotional attachment have higher responsibility. However, about 35–40% show low commitment due to unfair task distribution and salary delays. Employees with higher commitment have better discipline and attendance, indicating that organizational commitment directly affects employee performance.

Simultaneous Test (F-test)

Based on the ANOVA table, the significance value for the effect of Recruitment (X1) and Organizational Commitment (X2) on Employee Performance (Y) is 0.000 < 0.05, with an F-count value of 217.519 greater than the F-table value of 3.18. Therefore, H3 is accepted, indicating that Recruitment (X1) and Organizational Commitment (X2) simultaneously have a significant effect on Employee Performance (Y) at the DPRD Office of North Luwu Regency. Based on the interviews, recruitment plays an initial role in placing employees according to their background, while organizational commitment strengthens loyalty and work motivation. If the recruitment process is conducted transparently and supported by strong organizational commitment, their combined effect on performance will be even greater. Thus, employee performance at the DPRD Office of North Luwu Regency is more strongly influenced by organizational commitment, while recruitment acts as a supporting factor that enhances performance when implemented in a balanced and fair manner.

Table 5. Simultaneous Test (F-test) Results

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1204,954	2	602,477	217,519	.000[b]
	Residual	144,028	52	2,770		
	Total	1348,982	54			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Recruitment, Organizational Commitment.

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Source: Processed data results using IBM SPSS Statistics version 26.

Coefficient of Determination (R^2)

The results presented in the table indicate that the correlation coefficient (R) is 0.945, while the R Square value is 0.893. This means that the Recruitment (X1) and Organizational Commitment (X2) variables simultaneously influence Employee Performance (Y) at the DPRD Office of North Luwu Regency by 89.3%, while the remaining 10.7% is influenced by other factors not examined in this study, which also affect Employee Performance (Y) at the DPRD Office of North Luwu Regency. However, R Square value does not fully reflect the true strength of the model, as it is also influenced by multicollinearity, which causes the independent variables to share overlapping information. As a result, the model appears strong when assessed simultaneously, but some variables may be insignificant in partial testing, such as recruitment. Therefore, the high R^2 value should be interpreted with caution, as it not only represents the model's explanatory power but is also affected by the strong relationships among the independent variables.

Table 6. Coefficient of Determination (R^2) Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.945[a]	0,893	0,889	1,664

a. Dependent Variable: Employee Performance
Source: Processed data results using IBM SPSS Statistics version 26.

Discussion

Previous studies consistently show that recruitment and organizational commitment are important determinants of employee performance, both partially and simultaneously. Damayanti and Darmawan (2025) emphasize the positive role of organizational commitment and job satisfaction in improving performance. Similarly, Rahma (2024), Girsang, Tarigan, and Sipayung (2023), and Mariska, Halin, and Veronica (2023) confirm that recruitment contributes significantly to employee performance. Amaliah, Normawati, and Ufie (2024) also highlight the importance of broader HR factors such as organizational culture, while Sri Dewi Anggadini, Lupi Wulansari, and Sari Damayanti (2021) demonstrate that organizational commitment strengthens the performance of public sector employees. Tuti Setyorini, Manafe, and Indawati Jauhar Nino (2022) further show that commitment can influence performance directly and indirectly through Organizational Citizenship Behavior (OCB). However, inconsistencies remain, as Endang Pitaloka and Fadhira Meirini Putri (2021) find that organizational commitment is not always significant when tested individually, and Syuryatman Desri et al. (2024) indicate that recruitment becomes stronger when supported by selection processes. In this study, recruitment is found to have no significant effect on employee performance. This result can be explained by the fact that recruitment is an initial administrative process that does not directly determine performance outcomes. Its effectiveness depends on subsequent stages such as selection, placement, and training. As noted by Munaty et al. (2022), recruitment may not improve performance if it is not conducted objectively, while Santos et al. (2020) stress the importance of competency-based selection. Kristianto et al. (2024) and Sakti et al. (2023) also argue that recruitment only becomes meaningful when integrated with broader HR practices, including training and development (Ramadhan et al., 2021). In the context of this study, recruitment practices that are not fully competency-based and transparent may limit their direct contribution to performance, explaining the insignificant result.

On the other hand, organizational commitment shows a strong and significant influence on employee performance. This finding aligns with Paramita et al. (2020), Maranata et al. (2022), Bolung et al. (2021), and Kawiana et al. (2023), who consistently identify commitment as a key driver of performance. From a theoretical perspective, this supports Organizational Behavior theory, which explains that employees with strong emotional attachment, loyalty, and sense of responsibility are more motivated to perform well. Wiyana et al. (2021) further support that commitment strengthened through organizational learning leads to better performance outcomes. The dominance of organizational commitment in this study indicates that internal psychological factors play a more direct role in shaping employee behavior compared to formal HR processes such as recruitment. Simultaneously, recruitment and organizational commitment significantly influence performance, with a high explanatory power

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(89.3%). This finding is consistent with Lina (2020) and Putra and Kasih (2023), who emphasize the combined importance of HR practices and commitment. Bayurukmawati (2024) also underlines that recruitment alone is insufficient without being supported by training and motivation. Therefore, the results of this study suggest that improving employee performance requires not only better recruitment systems but also stronger efforts to build and maintain organizational commitment as the main driver of employee behavior.

CONCLUSION

This study shows that recruitment and organizational commitment simultaneously affect employee performance, but partially only organizational commitment has a positive and significant effect ($\beta = 1.092$; $t = 5.225$; $p < 0.05$), while recruitment is not significant ($\beta = 0.223$; $t = 1.075$; $p > 0.05$). The model explains a high variance ($R^2 = 0.893$), although this is influenced by multicollinearity (Tolerance = 0.090; VIF = 10.701). These findings indicate that employee performance is more influenced by organizational commitment than recruitment, supporting Human Resource Management theory that internal and psychological factors play a key role in performance. This study is limited to one institution, a small sample (55 respondents), and a cross-sectional design. Future research should involve larger samples, multiple institutions, and additional variables. Practically, organizations need to strengthen commitment and improve recruitment quality to enhance employee performance.

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