

Analysis of the Effect of Recruitment and Digital Competence on Team Performance with Digital Employee Engagement at PT Pertiwi Indo Mas

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Abstract

This study examines the effect of recruitment and digital competence on team performance with digital employee engagement as an intervening variable at PT Pertiwi Indo Mas. In the era of digital transformation, manufacturing companies are required to optimize human resource management in line with technological developments. Effective recruitment processes enable organizations to acquire employees who meet job requirements, while digital competence supports employees in adapting to digital work systems. This research applies a quantitative approach by distributing questionnaires to employees as the primary data collection method. The data were analyzed using statistical techniques to determine the relationships among variables. The results are expected to demonstrate that recruitment and digital competence have a positive and significant effect on team performance, both directly and indirectly through digital employee engagement. The findings of this study are expected to contribute to managerial decision-making in improving human resource strategies in a digital work environment.

Keywords: Recruitment; Digital Competence; Digital Employee Engagement; Team Performance.

Introduction

Digital transformation has significantly changed how organizations manage their operations and human resources. Companies are no longer focused solely on technological adoption but are also required to ensure that employees possess the competencies needed to operate and adapt to digital systems. Human resources play a strategic role in achieving organizational goals, particularly in manufacturing companies that rely on teamwork and operational efficiency.

Recruitment is a crucial process in human resource management, as it determines the quality of employees entering the organization. A well-structured recruitment process allows companies to select individuals whose qualifications, skills, and attitudes align with organizational needs. In addition, the rapid development of digital technology has increased the importance of digital competence as a core skill for employees.

PT Pertiwi Indo Mas has implemented digital systems to support production and monitoring processes. However, the effectiveness of these systems depends largely on employees' digital competence and their level of engagement with digital work practices. Digital employee engagement reflects employees' emotional and cognitive involvement in their work through digital platforms. High engagement is associated with improved collaboration, motivation, and team performance. Therefore, this study aims to analyze the influence of recruitment and digital competence on team performance, with digital employee engagement as an intervening variable.

Literature Review

Recruitment

Recruitment is defined as a series of organizational activities aimed at attracting and selecting potential employees who meet job and organizational requirements. Effective recruitment ensures that employees possess the necessary competencies and commitment to perform their roles effectively. Indicators of recruitment quality include clarity of job information, fairness of selection procedures, and suitability between job requirements and candidate qualifications.

Digital Competence

Digital competence refers to the ability of individuals to use digital technologies effectively, responsibly, and productively in the workplace. This competence includes technical skills, information literacy, digital communication, and problem-solving abilities. In a digital work environment, employees with high digital competence are better prepared to adapt to technological changes and support team performance.

Digital Employee Engagement

Digital employee engagement describes the level of employees' involvement, enthusiasm, and dedication to their work facilitated by digital systems. Engaged employees tend to show higher motivation, stronger commitment, and greater willingness to contribute to team success. Digital employee engagement is commonly reflected through vigor, dedication, and absorption in digital-based work activities.

Team Performance

Team performance refers to the collective results achieved by a group of employees working together to accomplish organizational tasks. It can be assessed through productivity, work quality, timeliness, and cooperation among team members. Recruitment quality, digital competence, and digital employee engagement are considered key factors influencing team performance.

Research Method

This study employs a quantitative research design with a causal approach. The population of the study consists of employees at PT Pertiwi Indo Mas. Samples were selected using an appropriate sampling technique. Data were collected through structured questionnaires based on established indicators for each variable. The data analysis included validity and reliability testing, followed by regression analysis to examine the effect of recruitment and digital competence on team performance with digital employee engagement as an intervening variable.

Discussion

The findings of this study are expected to show that recruitment has a positive effect on team performance. Transparent and objective recruitment processes enable organizations to acquire employees who are competent and ready to adapt to digital work environments. Such employees are more likely to collaborate effectively within teams and contribute to improved performance outcomes.

Digital competence is also expected to significantly influence team performance. Employees who possess strong digital skills are more capable of operating digital systems, understanding production monitoring tools, and responding to changes in work processes. As a result, digital competence supports efficiency and productivity at the team level.

Furthermore, digital employee engagement is expected to mediate the relationship between recruitment and digital competence on team performance. Employees who feel engaged with digital systems and supported by the organization tend to demonstrate higher motivation and commitment, which ultimately enhances team performance.

Conclusion

This study highlights the importance of recruitment and digital competence in improving team performance in the context of digital transformation. Digital employee engagement plays a mediating role that strengthens the influence of recruitment and digital competence on team performance. The results of this research are expected to provide valuable insights for PT Pertiwi Indo Mas in developing digital-based human resource management strategies.

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