

THE INFLUENCE OF RECRUITMENT ON ONBOARDING PROGRAMS, MENTORING PROGRAMS AND THEIR IMPACT ON EMPLOYEE PERFORMANCE AT PT BORWITA CITRA PRIMA, MAKASSAR CITY

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Abstract

This study aims to test and analyze the influence of recruitment on *onboarding programs*, mentoring programs and their impact on employee performance. The object of this study is PT Borwita Citra Prima, Makassar City, with a total of 102 respondents consisting of *sales, delivery van, delivery presale* and *warehouse*. Data collection was conducted by distributing questionnaires and testing research hypotheses using the IBM Statistical Package for Social Sciences (SPSS) analysis tool with path analysis techniques. The results of the study show that: First, recruitment has a positive and significant effect on *the onboarding program*. Second, recruitment has a positive and significant effect on the mentoring program. Third, recruitment has a positive and significant effect on employee performance. Fourth, *the onboarding program* has a positive and significant effect on employee performance. Fifth, mentoring program has a positive and significant effect on employee performance. Sixth, *onboarding program* significantly mediates recruitment to employee performance. Seventh, mentoring program significantly mediates recruitment to employee performance.

Keywords: *Recruitment, onboarding program, mentoring program, employee performance*

A. INTRODUCTION

PT Borwita Citra Prima is one of the distribution companies spread across three islands in Indonesia, namely Sulawesi Island, Java Island, Irianjaya Island, PT Borwita Citra Prima collaborates with one of the world's leading companies, namely P&G, Products produced by P&G will be distributed to various regions in Indonesia by PT Borwita Citra Prima therefore to achieve the company's goal of creating an even distribution channel for all P&G products so that they can be distributed well throughout Indonesia, PT Borwita Citra Prima is supported by an organizational structure consisting of four departments, namely the Sales Department, *Finance Department*, Logistics Department, HRD Department, where one department with another is interrelated and has the same vision, namely even distribution, for P&G products to the community.

As a distributor company, PT Borwita Citra Prima makes the sales department the front guard of the distribution process because the sales department has the task and responsibility to meet the target visits in the area determined by the company where the results of the visit must be in the form of goods ordering transactions which will later be delivered by the logistics department, a series of activities aim to equalize the process of distributing goods, so that they can be consumed by consumers in all levels of society, as a supporter of achieving the target of the company PT Borwita Citra Prima, HR management is also an important thing to do. Therefore, the company has planned to fulfill the workforce both in terms of quantity and quality. Workforce planning is carried out by the company PT Borwita Citra Prima including the number of workers to be recruited, so that the efforts made by PT Borwita Citra Prima to meet every need of its organization are by conducting recruitment, recruitment activities are a continuation of what has been planned in the previous workforce organization. The need for workers is something that has been planned in advance both in terms of quantity and the desired qualifications must be realized immediately according to time. To meet the need for these workers will be obtained in various ways through employee recruitment.

The recruitment process is very important to do considering that the need for workers cannot be postponed, even must be met immediately, especially in very urgent positions. According to Noviyanti (2022), Recruitment is a process of activities to find, find and attract job applicants with the motivation, expertise, abilities and knowledge needed to be employed in or by an organization or company. By carrying out proper and periodic recruitment in accordance with human resource planning, the desired number of workers will be available at the right time when needed.

The recruitment process has certain qualification standards, recruitment is a process to get qualified candidates for a particular job. so that the applicants accepted are not less than the value that has been set or required.

In general, what organizations do after the recruitment process is to conduct a training program, in this case the training program carried out by PT Borwita Citra Prima is the *Onboarding program*, namely providing job training to new employees so that they can and are able to carry out the work that will be assigned to them. According to Hatta (2022) employee *onboarding activities* are key in determining whether employees will stay in a company. A comprehensive *onboarding and training package is needed to retain employees*. Job training aims to help employees develop various skills they have according to the work assigned to them, the training carried out significantly creates success in achieving organizational goals.

Why is the emphasis on training because organizations are in business to make money and every function of the organization is under pressure to contribute to the success of the organization, Ferry and Sukatmajaya (2018) in their research found that recruitment and training (*onboarding programs*) together have a significant effect on employee performance.

Therefore, there is a direct and indirect relationship between training and business strategies and goals. Training can help employees develop the skills needed to run their organization, which will directly affect the business they are doing. In addition, training also provides opportunities for employees to learn and develop, thus

creating a positive work environment that supports business strategies by attracting talented employees, as well as motivating and retaining existing employees.

The existence of training in the *onboarding program* and mentoring of employee performance carried out by PT Borwita Citra Prima is expected that human resources in this case employees of PT Borwita Citra Prima can become productive employees, responsible for completing work according to the specified work period, but in observations or observations that have been carried out by the author, it was found that there were employees of PT Borwita Citra Prima who were less trustworthy in completing the work period determined by the company, because many employees resigned *before* the end of their work period. This caused the company PT Borwita Citra Prima to be less productive in generating profits due to ineffective employee performance due to the entry and exit of employees before the end of the work contract period, so it took a long time to re-understand from the beginning about the work that had to be done to new employees even though PT Borwita Citra Prima has conducted training in the form of an *onboarding program* as an effort to make employees understand the work that will be carried out later after going through the recruitment process or after being officially accepted to work, but this effort is less than optimal considering that there are still many employees who resign before the end of their work period.

B. LITERATURE REVIEW

Recruitment

According to Badrianto (2021), recruitment is an action or method for a company to search for and find company business managers through a series of processes for searching, selecting and finding the right employees by providing terms and conditions for awards, work motivation, abilities and expertise needed by the company in a series of maintaining the continuity of the company's business.

According to Yulistiyono et al. (2021), recruitment is a process of searching for workers carried out by organizations or companies to meet human resource needs according to the desired qualifications.

Recruitment is a series of processes that prospective employees go through which are carried out by an organization to attract people with maximum abilities and potential and determine a candidate who has the potential to fill a position offered.

Recruitment objectives according to Mahapatro as quoted by Suryani and John (2019) the implementation of recruitment and selection in an organization has many objectives, namely: 1) Attracting people who have skills and experience that are in line with the organization's current and future strategies. 2) Melanoticizing outsiders with new perspectives as potential company leaders. 3) Providing freshness and new enthusiasm at all levels of the organization. 4) Developing an organizational culture that attracts competent people to the company. 5) Looking for people whose skills match the company's values. 6) Looking for talent globally and not just within the company. 7) Designing competitive salaries for work quality. 8) Anticipating and finding people for positions that do not yet exist.

Onboarding Program

Onboarding program is one of the programs that is often carried out in a company institution, which is intended for new employees with the aim of providing assistance or understanding of work to employees, the onboarding program is usually carried out for approximately three months to new employees, for three months employees are given assistance both in terms of material and practice, the purpose of the onboarding program is for employees to understand and understand what they want to do, so that employee performance can be more effective and optimal in working.

onboarding is basically a process of transition or adjustment of new employees to matters relating to the company. Usually this transition process is also included in the employee's work training period and determines whether the employee is able to adapt well. These things can be work culture, systems used in the company, types of work, introduction to employees and various other things so that new employees can understand the company where they work better. According to *Strategic Human Resource Management (SHRM)*, onboarding is a continuous process carried out by HRD and company leaders to maximize employee potential, while making them feel at home in the work environment.

According to Sule & Wahyuningtyas (2016), the *onboarding program* is the responsibility of each department head in collaboration with the HR Department. The *onboarding program* is designed by considering several factors, such as:

- 1) Stages and timeframe for program implementation
- 2) The program implementation team along with their assignments
- 3) Indicators of success of the *onboarding program*

The success indicator of the *onboarding program* must be able to represent the effectiveness of the onboarding program as a basis for making improvements to the next onboarding program. If the *onboarding process* is not carried out properly in the sense that its implementation is not structured, then there is a possibility that new employees who were previously very enthusiastic about being able to contribute to a company will actually lose motivation because they feel unaccepted and ultimately increase turnover *in* the company. Meanwhile, the high rate of employee *turnover* will have a negative impact on the company such as increasing the financial budget and spending a lot of time looking for new employees to replace employees who *resign*.

Mentoring Program

According to Rozalena and Dewi (2016) mentoring program or *on the job coaching*, this training method is programmed to build synergy between leaders (*coaches*) and their staff, namely prospective employees. The core of this mentoring process is the ability of both parties to give and receive guidance, direction related to work. This mentoring is carried out by supervisors, senior and experienced employees, to line managers.

The two parties between the mentor and *the Socioecopreneur* must be ensured to be able to learn from each other because their positions are equal, the two parties between the mentor and *the socioecopreneur* must be ensured to be able to learn from each other because their positions are equal, but different in terms of knowledge, skills and experience so that to complement each other, they must learn from each other. *Socioecopreneurs* learn from mentoring about what is known, vice versa mentoring.

That way, both can get enrichment for self-development. Both must be able to position themselves, namely *the socioecopreneur* as the actor and the mentor as a facilitator. The mentor must position them as the subject of development and must be aware of their role, namely as a facilitator, not a teacher or instructor. The position of the mentor is only as a technical guide, motivator, and dynamic.

Employee performance

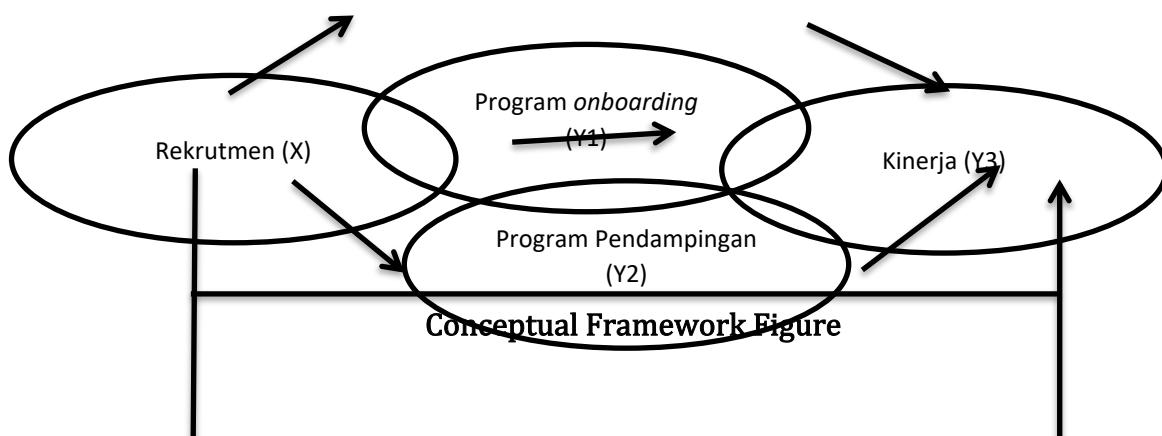
Performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of an organization that is outlined through the strategic planning of an organization. *Performance* can be known and measured if an individual or group of employees/staff have criteria or standards of success set by the organization as a benchmark. According to TRMitchell as quoted by Sedarmayanti (2009), employee performance indicators are: quality of work, speed (Promptness), Initiative, Capability, Communication.

According to Cumming and Worley (2015) in the Zaki, Idayanti and Wardhani Journal, there are five important elements in performance assessment, namely; assessment objectives, assessors, the role of the employee being assessed, measurement and assessment time.

Conceptual Model

In previous research conducted by Romadon and Dodi Prasada (2021), it was found that there was a significant simultaneous influence between employee recruitment and selection on employee performance.

Based on the theoretical basis and previous research references that have been explained, the conceptual framework in this research can be seen in the following image:



C. RESEARCH METHODS

Research Location and Design

The research was conducted in the company environment of PT Borwita Citra Prima, Makassar City, located at Jl. Ir. Sutami No. 24 Parang Loe, Tamalanrea District,

Makassar City, with a research period of two months, namely June to July 2024. The type of research used in this study is a quantitative research method with a data collection method using a questionnaire or questionnaire. The type of research used in this study is a quantitative research method with a data collection method using a questionnaire or questionnaire. This research was conducted using an observation approach and distributing questionnaires to analyze facts and data that support the information needed in the discussion of the research. In this study, it is expected to determine the effect of recruitment on performance through *onboarding programs* and work assistance, so that it will explain the causal relationship between variables through hypothesis testing using the SPSS program.

Population or Sample

The population in this study were employees of PT Borwita Citra Prima Makassar City as many as 102 people. Seeing the number of population in this study is relatively small, the researcher used a saturated sample by taking all according to the number of population, which is 102 people .

Method of collecting data

The types used in this study are Qualitative data is data obtained in the form of statements that support this study. Quantitative data is data used to research the population and sample, namely ordinal data obtained from the results of the questionnaire which is continued with measurements using a Likert scale. Data collection methods are techniques or methods used by researchers to collect research data. There are several data collection instruments used in this study, namely: Questionnaires, interviews and documentation.

Data Analysis Methods

The data analysis technique used in this study is a statistical analysis method using IBM Statistical Package for Social Sciences (SPSS) analysis with path analysis techniques. In this study, several stages of testing were carried out, namely data validity testing, reliability testing, classical assumption testing, and hypothesis testing.

D. EMPIRICAL RESULTS

Descriptive Statistics

Respondents in this study were employees working at PT Borwita Citra Prima Cab. Makassar totaling 102 employees. The data source in this study was taken based on the answers to the questionnaire distributed to employees working at the Health Center. The characteristics of the respondents consisted of gender, academic classification, age, and length of service as an employee of PT. Borwita Citra Prima can be described as follows.

Description of Research Respondents

Information		Frequency	Percentage
Gender	Man	78	76.5%
	Woman	24	23.5%
Last education	SENIOR SCHOOL	HIGH 73	71.6%
	D3	6	4.9%
	S1	23	22.5%

	S2	0	0%
Age/Age	≤ 25	9	8.9%
	30-35	36	35.3%
	35-40	54	52.9%
	40-50	3	2.9%
Years of service	≤ 1 Year	4	3.9%
	5-10 Years	34	33.4%
	10-20 Years	57	55.9%
	≥ 26 Years	7	6.8%

Source: Data section of PT Borwita Citra Prima

Based on the data in the table above, it can be concluded that the description of respondents in this study is as follows:

1. The respondents were male, namely 78 respondents (76.5 %) of all respondents studied, while the respondents were female, namely 24 respondents (23.5 %) of the total respondents used for this study.
2. The research respondents whose highest education was high school were as many as 73 respondents (71.6 %), The respondents whose last education was D3 were 6 respondents (4.9 %) , the respondents whose last education was S1 were 23 respondents (22.5 %) , and the respondents whose last education was S2 were 0 respondents (0 %). Based on the data, it can be concluded that the majority of respondents (auditors) who work as employees of PT. Borwita Citra Prima are educated at high school (Senior High School), namely 73 people (71.6 %) of the total respondents in this study.
3. Respondents in this study who were aged ≤ 25 years were 9 respondents (8.9%), respondents who were aged 30-35 years were 36 respondents (35.3%), those who were aged 35-40 were 54 respondents (52.9%), and those who were aged 40-50 years were 3 respondents (2.9%). Based on these data, it can be concluded that respondents who work at PT. Borwita Citra Prima are predominantly in the age range of 35-40 years, namely 54 people (52.9%).
4. The length of work of respondents at the Soppeng District Public Health Center is 4 respondents (3.9 %) who have worked for ≤ 1 year , 34 respondents (33.4 %), 57 respondents (55.9 %) who have worked for 10 - 20 years, and 7 respondents (6.8%) who have worked for ≥ 26 years . Based on the data above, it can be concluded that most respondents have worked for more than 16 years.

Prerequisite Evaluation

Validity test is used to measure whether a questionnaire is valid or not. A questionnaire is declared valid if the questions or statements in the questionnaire are able to reveal something that will be measured in the questionnaire. Validity testing using Pearson Correlation. If the Pearson correlation count value (r) is greater than the Pearson correlation table value, it indicates that the item is valid and worthy of being included in the next stage. Conversely, if the Pearson correlation count value (r) is smaller than the Pearson correlation table value, then the item is invalid. The Pearson correlation table value for $N = 102$ ($df = N-2$) is 0.195. The results of the validity test of the research data are as seen in the following table:

TABLE
VALIDITY TEST RESULTS

Variables	Question	R. Count	R. Table	Information
RECRUITMENT (X1)	R1	0.677	0.195	Valid
	R2	0.626	0.195	Valid
	R3	0.566	0.195	Valid
	R4	0.589	0.195	Valid
	R5	0.648	0.195	Valid
	R6	0.607	0.195	Valid
ONBOARDING (Y1)	OB1	0.711	0.195	Valid
	OB2	0,792	0.195	Valid
	OB3	0,755	0.195	Valid
	OB4	0,634	0.195	Valid
	OB5	0,704	0.195	Valid
	OB6	0,567	0.195	Valid
PENDAMPINGAN (Y2)	PP1	0,594	0.195	Valid
	PP2	0,647	0.195	Valid
	PP3	0,728	0.195	Valid
	PP4	0,777	0.195	Valid
	PP5	0,613	0.195	Valid
	PP6	0,603	0.195	Valid
	PP7	0,586	0.195	Valid
	PP8	0,554	0.195	Valid
KINERJA KARYAWAN (Y3)	KK1	0,344	0.195	Valid
	KK2	0,839	0.195	Valid
	KK3	0.413	0.195	Valid
	KK4	0.876	0.195	Valid
	KK5	0.880	0.195	Valid
	KK6	0.496	0.195	Valid
	KK7	0.755	0.195	Valid
	KK8	0.344	0.195	Valid

Source: Data processed using the IBM SPSS Statistics 24 application

Referring to the data presentation in table 5.17 above, it can be concluded that all instruments used in this study are declared to meet the validity requirements because the calculated R score is greater than the R table (*Calculated R > R Table*).

Reliability Test

The reliability test in this study was conducted statistically by calculating the value of Crobach's Alpha. The reliability test is used to measure a questionnaire used as an indicator of the research variable. If the alpha coefficient presented is ≥ 0.60 ,

then the indicator used is reliable or can be trusted. The results of the reliability test of the research data are as shown in the following table:

TABLE
RELIABILITY TEST RESULTS

Variables	Cronbach's Alpha	Alpha Coefficient Standard	Information
RECRUITMENT (X1)	0.676	0.6	Reliable
ON BOARD (Y1)	0.781	0.6	Reliable
MENTORING (Y2)	0.792	0.6	Reliable
EMPLOYEE PERFORMANCE (Y3)	0.798	0.6	Reliable

Source: Data processed using the IBM SPSS Statistics 24 application

The table above shows that all variables used in this study meet the reliability requirements because the Cronbach's alpha values are all greater than 0.60 (> 0.60). This shows that the question items in this study are reliable. So that each question item used will be able to obtain consistent data and if the question is asked again, the answer will be relatively the same as the previous answer.

E. DISCUSSION

Recruitment has a direct positive and significant effect on the employee onboarding program of PT Borwita Citra Prima, Makassar City.

The results of the hypothesis testing indicate that the proposed hypothesis 1 is accepted. Thus, the hypothesis stating that recruitment has a positive and significant effect on the on-boarding program can be empirically proven at PT Borwita Citra Prima, Makassar City . Thus, the better the recruitment process carried out, the better it will be followed by an increase in the on-boarding program of PT Borwita Citra Prima . Conversely, if the implementation of the recruitment process is carried out in a less than good manner by PT Borwita Citra Prima, the on-boarding program carried out will also not run optimally .

As stated by Simamora (2016), the foundation of a good recruitment program can be seen from four factors, namely:

- 1) Recruitment program captivating Lots applicant Which qualify
- 2) Recruitment program does not Once compromise standard selection
- 3) Ongoing on base continuous
- 4) Program recruitment This creative, imaginative, And innovative.

The results of this study indicate that when recruitment is carried out in accordance with the stages based on existing theories, the recruitment process will be successful so that the recruitment process must pay attention to the stages that must be passed and achieved, one of which is the on-boarding program, which is a program that must be run in the employee recruitment process.

Recruitment has a significant positive direct effect on the employee mentoring program of PT Borwita Citra Prima, Makassar City.

The results of the hypothesis testing show that the second hypothesis proposed is accepted. Thus, the hypothesis stating that recruitment has a positive and significant effect on employee mentoring programs. This shows that the higher the quality of recruitment, the higher the mentoring program for employees.

According to Rozalena and Dewi (2016)¹⁷ mentoring programs or *on the job coaching*, this training method is programmed to build synergy between leaders (*coaches*) and their staff, namely prospective employees. The core of this mentoring process is the second ability both parties to give and receive guidance, direction related to work. This mentoring is carried out by supervisors, senior and experienced employees, to line managers. There are two approach Which Can done companion in providing assistance, namely: Approach mentoring individually the positive side of the individual approach is that mentoring can directly provide support to the target person, the assistance can understand the community being assisted well, and can personally find solutions to the problems faced. However The weakness is that individual mentoring cannot mentor many people, the costs incurred are high, and the process of exchanging experiences in solving problems is limited between mentors, assisted communities, and parties directly involved. and approach mentoring In groups, the positive side of group mentoring is that many members' experiences can be used as sources for solving individual and collective problems so that the group can become a place for mutual sharpening, compassion, and care. The costs and manpower of mentoring are cheaper and can build source Power material like capital, shared assets, and others, but the weakness is that it is easy happen split If mentoring not enough able to build motivation and media in groups because each group member has a different character and it is difficult to reach group members regularly.

In general, the group approach is more effective. Therefore, it is widely used by empowerment programs, both those developed by the government. and companies.

The results of this study support the goal setting theory which assumes that the main factor influencing the choices made by individuals is the goals they have. Goal setting theory is stated by Locke and Latham (2006) who explain that an employee who has a high commitment to goals will affect managerial performance. One of the characteristics of *goal setting* is the level of goal difficulty. Different levels of goal difficulty will provide different motivations for individuals to achieve certain performance. A low level of goal difficulty will make individuals view goals as routine achievements that are easy to achieve so that it will reduce the individual's motivation to be creative and develop their abilities. While at a higher level of goal difficulty but possible to achieve, individuals will be motivated to think about how to achieve these goals. This process will be a means of developing creativity and individual abilities to achieve these goals. (Ginting and Ariani, 2017).

The results of this study support the research conducted by (Priandari et al., 2019), which stated that the influence of human resource quality on financial performance was proven to have a significant effect and received support with a unidirectional influence. And research (Sewang, 2021) found that the quality of competent human resources in the financial sector will be able to influence the improvement of financial performance.

Recruitment has a direct positive and significant effect on employee performance at PT Borwita Citra Prima, Makassar City.

The results of the hypothesis testing show that the third hypothesis proposed is accepted. Thus, the hypothesis stating that recruitment has a positive and significant effect on employee performance. This shows that the higher the quality of recruitment, the higher the employee performance produced.

Performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of an organization that is outlined through the strategic planning of an organization. *Performance* can be known and measured if an individual or group of employees/employees have the criteria or standards of success set by the organization as a benchmark. TR Mitchel quoted by Sedarmayanti (2009) said that there are 5 performance indicators that employees must have in order to have good performance, namely: work quality, speed, initiative, ability and communication. The results of this study support the research conducted by Al Zhikri (2019) which shows that Recruitment has a significant effect on Employee performance.

The onboarding program has a direct, significant positive impact on the performance of PT Borwita Citra Prima Makassar City employees.

The results of the study show that the regression coefficient of the on-boarding program has a positive sign, this indicates that the better the quality of the *on-boarding program*, the better the employee performance produced.

On boarding program that occurred in this study is consistent with the opinion of Sule & Wahyuningtyas (2016) who explained that the stages and duration of the *on boarding program implementation* are carried out through three stages with a maximum implementation time of 6 months. The stages of the on boarding program in question are the introduction stage where employees receive information related to work and information outside of work, information about work is conveyed by each department head and the head of the HR department. The next stage is the implementation of the assignment of new employees, during the assignment period, the department head is required to provide guidance and monitoring by providing feedback. The department head can also appoint personnel in his department to be tasked with providing information needed by employees when they do their jobs. However, the department head remains fully responsible for the assignment process including being a mentor who accelerates the integration of employees with the team in their work unit. and the last stage is the stage of measuring employee performance after they have tried to complete their work within 180 days. The assessment begins on the 120th day through a discussion process on the results of the interim work. Employees who go through the *on boarding program stages* certainly have better *performance*.

The mentoring program has a direct positive and significant impact on the performance of PT Borwita Citra Prima employees.

The results of the study indicate that the better the quality of the mentoring program, the better the employee performance produced. The results of this study are consistent with the opinion of Rozalena and Dewi (2016) who stated that the mentoring program or *on the job coaching*, this training method is programmed to build synergy between leaders (coaches) and prospective employees, the core of the mentoring process is the ability of both parties to give and receive guidance, direction related to work, mentoring is carried out by supervisors or other team *leaders* such as managers. With a mentoring program that runs well, it is expected to produce employees who have good performance, namely employees understand and are able to carry out their job descriptions as well as possible.

Based on the results of the research that has been conducted, it is explained that it is hoped that with the existence of a mentoring program that runs well, it will be an initial provision for employees in carrying out their work well so that they are able to become employees who also have good *performance*.

Recruitment has a significant positive indirect effect on employee performance at PT Borwita Citra Prima, Makassar City if mediated by an onboarding program.

Based on the test results, which were conducted on employees of PT Borwita Citra Prima using path analysis, it can be stated that *the on-boarding program* mediates the influence of recruitment on employee performance positively and significantly with a t count of 2,437 and a probability of 0.000 ($p < 0.05$). Thus, the indirect influence model of recruitment variables on employee performance through the *on-boarding program* can be accepted.

The research results are reinforced by Indra's theory quoted by Surajiyo (2020) which states that performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the targets, objectives, mission and vision of the organization as stated in the strategic *planning scheme* of an organization. Employees who have good performance are the result of a good recruitment stage where the recruitment stage is the first door that must be passed by employees so that in the recruitment process through the *on-boarding program* it is filled with an introduction to what is the target of the goals and vision of a company organization. Recruitment through the *on-boarding program* is the initial step of activities or programs that must achieve success in order to produce employees who have good performance.

Recruitment has a significant positive indirect effect on employee performance at PT Borwita Citra Prima, Makassar City if mediated by the Mentoring program.

Based on the test results, which were conducted on employees of PT Borwita Citra Prima using path analysis, it can be stated that the mentoring program mediates the influence of recruitment on employee performance positively and significantly with a t count of 27.31 and a probability of 0.000 ($p < 0.05$). Thus, the indirect influence model of recruitment variables on employee performance through mentoring programs can be accepted.

The results of the study are reinforced by Mahapatro's theory quoted by Suryani and John (2019) the implementation of recruitment and selection in an organization has many objectives, namely: attracting people who have skills and experience that are

in line with the organization's current and future strategies, recruiting outsiders with new perspectives as potential company leaders, providing freshness and new enthusiasm at all levels of the organization, developing an organizational culture that attracts competent people to the company, looking for people whose skills match the company's values, looking for talent globally and not just within the company, designing competitive salaries for work quality, anticipating and finding people for positions that do not yet exist. With good, transparent and structured recruitment and having a clear program, it will increase the quality of employees as indicated by the work *performance* produced, especially in the recruitment process must be accompanied by a quality mentoring program so that what is the recruitment stage can run optimally with good mentoring.

The results of this study support research conducted by Hadi Poernomo and Hartono (2019) which shows that recruitment and selection have an impact on employee performance.

F. CONCLUSION

Based on the results of hypothesis testing and discussion regarding the influence of recruitment *on onboarding* programs , mentoring programs and their impact on employee performance , the following conclusions can be drawn:

1. Recruitment has a positive effect on *the onboarding program* empirically, the better the recruitment process is carried out, the better *the onboarding program* will be followed . With a good recruitment process carried out by the company, the company will be more effective in running the programs that will be realized, one of which is *the onboarding program* so that employees can better understand the responsibilities of the work that will be carried out in order to meet the company's target achievements.
2. Recruitment has a positive effect on the mentoring program empirically, the better the recruitment process is carried out, the better the mentoring program will be followed . With a good recruitment process carried out by the company, the company will be more effective in running the programs that will be realized, one of which is the mentoring program because the company can prepare the steps of the mentoring program that will be carried out based on the abilities and characters of the recruited employees.
3. Recruitment has a positive effect on employee performance empirically, the better the recruitment process is carried out, the better the employee performance will be . This means that if recruitment is carried out well, it will produce employees who are in accordance with the company's needs and targets. This suitability will certainly have an impact on employee performance.
4. *On boarding program* has a positive effect on employee performance empirically, the better the implementation of *the on boarding program* is carried out, it will be followed by an increase in employee performance. Good programs that are useful for employee orientation such as *on boarding programs* if implemented properly and seriously will certainly help employees during their orientation period so that employee performance can be maximized.
5. Mentoring programs have a positive effect on employee performance empirically, the better the implementation of the mentoring program , the better it will be followed by an increase in employee performance. Good programs that are useful

for improving employee skills such as mentoring program. If implemented properly and seriously, it will certainly help employees improve *their skills* so that employee performance can be maximized.

6. Recruitment variables have a positive and significant effect on performance through *onboarding programs* because there is a significant positive effect. The better the recruitment will provide an increase in *the onboarding program* and also employee performance.
7. Recruitment variables have a positive and significant effect on performance through mentoring programs because there is a significant positive effect. The better the recruitment, the better the mentoring program will be. and also employee performance.

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