

The Effect of Recruitment, Selection, and Commitment on the Quality of Work of PMI Volunteers in Jombang Regency

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ABSTRACT

The purpose of this research is to determine the influence of recruitment, selection, and commitment on the work quality of PMI volunteers in Jombang Regency. The method used in this research is the quantitative method. This research is used to determine whether there is an influence or relationship between the targeted variables. For the determination of the sample to be used in this research, various sampling techniques are employed. Non-probability sampling is a sampling technique that does not give equal opportunities for every element or member of the population to be selected as a sample. The population in this study consists of 50 people, and the sample also consists of 50 respondents using the saturated sampling technique. What is meant by the saturated sampling technique is a sampling method that uses the entire population as the sample. The data collection technique used was through observation and distributing questionnaires via Google Form, which were subsequently analyzed using multiple regression analysis with SPSS version 15. The research results show that there is a significant influence between recruitment and the quality of volunteer work, no significant influence between selection and the quality of volunteer work, and a significant influence between commitment and the quality of volunteer work. The result of the coefficient of determination analysis was 0.867 or 86.7%, which means the contribution of the recruitment, selection, and commitment variables to the quality of volunteer work is 86.7%, while the remaining portion is influenced by other factors outside this regression model.

Keywords: commitment, work quality, recruitment, selection

ABSTRAK

Tujuan penelitian ini adalah untuk mengetahui pengaruh rekrutmen, seleksi, dan komitmen terhadap kualitas kerja relawan PMI Kabupaten Jombang. Metode yang digunakan dalam penelitian ini adalah metode kuantitatif. Penelitian ini digunakan untuk mengetahui adakah pengaruh ataupun hubungan antara variabel yang dituju. Untuk penentuan sampel yang akan digunakan dalam penelitian ini, terdapat berbagai teknik sampling yang digunakan. Non probability sampling merupakan teknik pengambilan sampel yang tidak memberi peluang/kesempatan sama bagi setiap unsur atau anggota populasi untuk dipilih menjadi sampel. Populasi dalam penelitian ini berjumlah 50 orang dan sampelnya pun berjumlah 50 responden dengan menggunakan teknik sampling jenuh. Yang dimaksud teknik sampling jenuh adalah teknik pengambilan sampel yang menggunakan seluruh anggota populasi sebagai sampel. Teknik pengumpulan data yang diambil yakni dengan melakukan observasi dan menyebarkan kuesioner melalui Google Form, yang selanjutnya dianalisis menggunakan analisis regresi berganda menggunakan SPSS versi 15. Hasil penelitian menunjukkan bahwa terdapat pengaruh signifikan antara rekrutmen dengan kualitas kerja relawan, tidak terdapat pengaruh yang signifikan antara seleksi dengan kualitas kerja relawan, dan terdapat pengaruh yang signifikan antara komitmen dengan kualitas kerja relawan. Hasil analisis koefisien determinasi diperoleh 0,867 atau 86,7%, yang artinya kontribusi variabel rekrutmen, seleksi, dan komitmen terhadap kualitas kerja relawan sebesar 86,7%, sedangkan sisanya dipengaruhi oleh faktor lain diluar model regresi ini.

Kata Kunci: komitmen, kualitas kerja, rekrutmen, seleksi

1. Introduction

Quality human resources have an influence on achieving the goals expected by the company. Companies or organizations form the quality of human resource management in the company must always develop. In this case the company or organization must have developments in each time to achieve the desired goal.

Of course, in a human resource management also cannot be separated from recruitment, selection, training,

development, management, and direction for prospective employees. According to (Hasibuan, 2019) , human resources (HR) is the science and art of regulating labor relations and roles. The goal is that HR can help achieve the goals of the company, employees, and society. To achieve a goal, a company or organization must have qualification standards so that achieving a company goal can be arranged in a clear and precise direction to avoid or minimize problems that will arise in the company or organization.

Recruitment and selection are important activities or processes in an organization or company and will affect employee performance. According to (Noe et al., n.d.) recruitment is defined as any practice or activity carried out by an organization to identify and attract potential employees. While selection according to (sujarweni, 2018) selection is an activity of selecting and determining applicants who are accepted or rejected to become employees of the company, the aim is to select the most qualified applicants and have the potential to succeed in the job they are applying for .

After successfully passing the recruitment and selection stage, employees will be asked for their commitment while working in the company or organization. Every company, organization or institution certainly wants to obtain human resources that are qualified and in accordance with the needs of the company, organization or institution. Likewise with PMI Jombang Regency. In order to realize the goals of PMI Jombang Regency in fulfilling its duties, the search for volunteers of PMI Jombang Regency also applies the same thing by holding volunteer recruitment, then making a selection, to finally make a commitment with PMI Jombang Regency to create volunteers with good work quality which will later affect the level of service of PMI Jombang Regency.

2. Theoretical foundation

Recruitment

Recruitment itself in general is the process of searching, finding, and attracting applicants to be employed in a company or organization. Meanwhile, according to (Supomo & Nurhayati, 2018) defines recruitment as one of the human resource management activities to search for prospective employees. Meanwhile, according to (Henry, 2015) recruitment is a series of activities to find and attract job applicants with the necessary motivation, ability, expertise and knowledge to save the shortcomings identified in staffing planning. The process of selecting or selecting employees is called the selection process. (Koontz & Heinz, 2015) states "selection is the process of choosing from among candidates, from within the organization or from the outside, the most suitable person for the current position or for future positions."

In its implementation, recruitment has 2 methods, namely open recruitment methods and closed recruitment methods, these methods can be used according to the needs of the organization. In addition, there are several indicators that need to be considered in recruitment such as the number of applicants, quality of applicants, recruitment time, recruitment costs (Dessler, 2016) , recruitment sources, employee satisfaction (Said, 2020) , employee performance, and employee retention rates.

Selection

According to (Rivai, 2016) selection is a series of specific stages used to decide which applicants will be accepted and which will be rejected for a job. The main

purpose of selection is to get employees who are competent and have good performance. According to (Kasmir, 2016) selection is "a process for selecting prospective employees who match the requirements or standards that have been set." According to Marwansyah and Mukaran in (Badriyah, 2015) selection is "the process of identifying and selecting the people and groups of applicants who are most qualified for a particular position or position.". The indicators in selection are expertise, experience (Hasibuan, 2017) , age (Hasibuan, 2017) , gender (Hasibuan, 2017) , education, talent, and physical condition.

Commitment

Commitment is a condition where a person establishes an attachment relationship to something. Commitment can be interpreted as loyalty, dedication, and responsibility of a person to other people, self, organizations, and certain things. Commitment can be defined as a person's loyalty, dedication, and responsibility to other people, self, organizations, and certain things. According to (Prof. Dr. Wibowo, 2018) , "Commitment is a person's willingness to bind himself and show loyalty to the organization because he feels himself involved in organizational activities". According to (Busro, 2018) , "Commitment is a psychological condition that characterizes the relationship between employees and the organization and has implications for individual decisions to stay or leave the organization".

Conversely, if the individual has a low commitment, they will tend to see themselves as outsiders, and they do not want to see themselves as members or long-term employees of the organization or company. In commitment there are also 3 important components, according to (Emron Edison, 2018) , namely *Affective Commitment*, *Continuance Commitment*, *Normative Commitment*. In commitment, there are several indicators that need to be considered in its implementation, namely loyalty (Colquitt Jason et al., 2018), ethics and integrity (Riaweny, 2020) , willingness to adapt and learn, consistency, involvement, dedication (Ohana & Stinglhamber, 2019) , and the last is intrinsic motivation.

Work Quality of PMI Volunteers in Jombang Regency

Work quality itself according to (Hasibuan, 2017) defines work quality as a result of work that can be measured by the effectiveness and efficiency of a job done by human resources or other resources in achieving goals or organizations properly and efficiently. The quality of work of PMI volunteers is an important factor in determining the effectiveness and efficiency of the organization. Volunteers who have competence, dedication, and high motivation to help PMI in achieving its goals, therefore before the volunteers will be assigned they will conduct some kind of training or training that will support their hard skills and soft skills on duty. Indicators of volunteer work quality will be taken from the following sources (Jackson et al., 2019) and from

PMI volunteer management guidelines (Achmad Djaelani, 2023) namely, skills and knowledge. Discipline and attendance. Volunteer welfare. teamwork, adherence to procedures and ethics, effectiveness and efficiency.

Hypothesis

The hypotheses that can be formulated for research on the influence of recruitment, selection, and commitment on the quality of work of Indonesian Red Cross (PMI) volunteers in Jombang Regency are as follows:

H1: There is a significant influence between the level of recruitment of PMI volunteers in Jombang Regency and the quality of their work.

H2: There is a significant influence between the level of selection of PMI volunteers in Jombang Regency and the quality of their work.

H3: There is a significant influence between the level of commitment of PMI volunteers in Jombang Regency and the quality of their work.

H4: There is a significant influence between recruitment, selection, and commitment on the quality of work of PMI volunteers in Jombang Regency.

3. Methodology

The research method used in this study is a quantitative research method. Quantitative research in general is a type of research that uses numerical or quantitative data to test research hypotheses.

While quantitative research itself according to (Sugiyono, 2019), is a research method based on the philosophy of positivism, as a scientific method or scientific because it has fulfilled scientific rules concretely or empirically, objectively, measurable, rational, and systematic. Quantitative data will usually be collected through surveys, experiments, or observations.

Population and Sample

Population according to (Sa'adah, 2021) states that population is a generalization area consisting of subjects / objects that have certain qualities and characteristics set by researchers to study and then draw conclusions. In general, the population itself in the context of research, refers to the entire group or set of individuals, objects, or events that have certain characteristics or characteristics that are the focus of research.

The population that will be taken in this study are volunteers who are actively serving and are members of the Jombang Regency PMI, totaling 50 people. Here, the sampling technique that will be used is a non-probability sampling technique that will focus on saturated sampling (census). Saturated sampling itself is a sampling technique where all members of the population are used as samples. Therefore, the sample is taken based on the population, namely volunteers who are still active and joined in the Jombang Regency PMI, totaling 50 people.

Data Collection Technique

This study uses data collection techniques by filling out questionnaires through existing links and making direct observations. The measurement scale that will be used in this study is a Likert scale. According to (Sugiyono, 2019) the Likert scale is a scale used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena.

Data Analysis Technique

The data in this study were processed using the SPSS for windows version 15 tool. The analysis techniques that will be used in this study consist of validity tests, reliability tests, classical assumption tests, hypothesis testing, and multiple regression analysis.

Validity Test

According to (Sugiyono, 2019) the validity test is an instrument that can be used to measure between the data that occurs on the object and the data that can be collected by the researcher. In determining whether or not an item to be used, usually a correlation coefficient significance test is carried out at the 0.05 significance level, meaning that an item is considered valid if it correlates significantly with the total score. Or if you make a direct assessment of the correlation coefficient, you can use the minimum correlation value limit of 0.30 with a minimum limit of 30 respondents. The test criteria for the validity test are as follows:

- If $r_{\text{count}} > r_{\text{table}}$ (2-sided test with sig. 0.05) then the instrument or question items correlate significantly to the total score (declared valid).
- If $r_{\text{count}} < r_{\text{table}}$ (2-sided test with sig. 0.05) or r_{count} is negative, then the instrument or question items do not correlate significantly with the total score (declared invalid).

Reliability Test

The reliability test is a test carried out to see the extent to which the measurement results remain consistent or the similarity of the measurement / observation results occurs when the fact is measured many times to measure the same object at different times. Variables that can be said to be reliable if the Cronbach alpha value is > 0.6 (Sa'adah, 2021).

Classical Assumption Test

Normality Test

According to (Ghozali, 2016) there are two events in predicting whether there are residuals having a normal distribution or not, namely by graph analysis and statistical analysis. In this study, the method used to measure the normality test is using the PP Plot method. The PP Plots method is a visual tool commonly used in statistics to determine whether a data set follows a normal distribution.

Through PP Plots analysis, various interpretations can emerge; as the amount of data increases, the distribution of data tends to be more

concentrated and more clearly follows the diagonal line. Conversely, as the amount of data decreases, the distribution pattern will show a more pronounced deviation from the diagonal line, indicating that the normality of the data is not met.

Multicollinearity Test

This test aims to determine whether there is a strong relationship between the independent variables in the regression model. There are several ways to detect multicollinearity, including:

a. Tolerance value

Tolerance value is a measure of how much variance of an independent variable cannot be explained by other independent variables. A low tolerance value (<0.1) indicates multicollinearity.

b. Variance Inflation Factor (VIF) Value

The VIF value is the opposite of the tolerance value. A high VIF value (> 10) indicates multicollinearity and if the Tolerance value > 0.1 or $VIF < 10$, there is no multicollinearity.

Heteroscedasticity Test

This test aims to test whether the variance of the residuals of one observation to another is the same or not. If the variance is the same, it is called homoscedasticity and if it is different it will be called heteroscedasticity. In this study the method used is the graph method. The graphical method is usually done by looking at the plot graph between the predicted value of the dependent variable and its residuals. The basis for decision making:

a. If there is a certain pattern, such as the existing points forming a certain regular pattern (wavy, widening then narrowing), then heteroscedasticity occurs.

b. If there is no clear pattern, such as the dots spreading above and below the number 0 on the Y axis, then there is no heteroscedasticity.

Autocorrelation Test

This test aims to test whether there is a correlation between residuals on consecutive observations. Residuals are the difference between the actual observed value and the value predicted by the regression model. If there is autocorrelation, then the residuals in successive observations will be correlated with each other. This can cause the standard error of the estimate to be unbiased, but inefficient.

One method that can be used to detect autocorrelation is to use the Durbin-Watson test, namely by comparing the Durbin-Watson test results with the Durbin-Watson table. The requirement that must be met in this test is the absence of autocorrelation in the regression model. It can be said that autocorrelation occurs if the Durbin-Watson number is <1 and >3 .

Hypothesis Test

Simultaneous Test (F Test)

The F test is one of the hypothesis tests used to test the simultaneous or joint effect of several

independent variables on one dependent variable. Hypothesis Testing:

a. By comparing F count with F table - If F count $< F$ table, H_0 accepted H_a rejected (not significant) means there is no relationship.

b. If F count $> F$ table, H_0 is rejected H_a accepted (significant) H_0 is rejected. meaning there is a relationship.

Partial Test (T test)

If T count $> T$ table $\rightarrow$ Reject H_0 , H_1 is accepted (significant), If T Count $< T$ Table $\rightarrow$ Accept H_0 , H_1 is rejected (Not Significant). The significance column is used to test the probability with respect to certain criteria:

a. If the probability <0.05 then H_0 is rejected H_a is accepted (significant).

b. If the probability > 0.05 then H_0 is accepted H_a is rejected (not significant).

Coefficient of Determination (*Adjusted R Square*)

R-Square (R^2) shows the strength of the influence caused by the independent / exogenous variables on the dependent / endogenous variables. R-Square can also show the strength and weakness of a research model. The interpretation is that the higher the R^2 value, the better the prediction model of the research model built. R-square values of 0.75, 0.50 and 0.25 can be concluded that the model is substantial; moderate; and weak.

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to measure the influence between more than one predictor variable (independent variable) on the dependent variable. To note that the magnitude of R Square ranges from 0-1. The closer to 1, the stronger the relationship between the two variables. The Standard Error Estimate (SEE) is 41.581. The smaller the SEE will make the regression model more precise in predicting the dependent variable. (Sa'adah, 2023)

4. Results and Discussion.

Validity Test

For recruitment variables, commitment, and work quality all declared valid because r count $> r$ table. However, the selection variable found 1 point that stated invalid because the number of r count $< r$ table, so that point must be removed.

Reliability Test

Based on the reliability test that has been carried out on the recruitment, selection, commitment and quality of volunteer work variables, it is declared reliable because the Cronbac's Alpha value $> A$ table, namely $0.7 > 0.6$.

Uji Reliabilitas

Berdasarkan uji reliabilitas yang telah dilakukan terhadap variabel rekrutmen, seleksi, komitmen dan

kualitas kerja relawan dinyatakan reliabel karena nilai Cronbac's Alpha > A table, yakni $0,7 > 0,6$.

Classical Assumption Test Normality Test

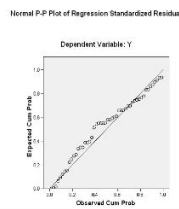


Figure 1. Normality Test

As explained in the data collection to test the normality test using the probability plots method. The results of the PP Plots output above show that the data (points) spread around the diagonal line and follow the line direction, so the regression model has met the assumption of normality.

Multicollinearity Test

Table 1. Multicollinearity Test
Coefficients(a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1. (Constant)	,628	1,916		,328	,745		
X1	,167	,081	,208	2,061	,045	,283	3,530
X2	,224	,118	,191	1,902	,063	,287	3,480
X3	,504	,075	,598	6,717	,000	,365	2,738

a Dependent Variable: Y
Source: Primary data processed 2024

Based on the table above, it can be seen that the VIF of recruitment is 3,530, the VIF value of selection is 3,840 and the VIF value of commitment is 2,738. This shows that the regression model does not contain multicollinearity problems, so the model is suitable for further analysis. Due to the tolerance value <5 and $VIF > 5$.

Autocorrelation Test

Table 2. Autocorrelation Test
Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,931(a)	,867	,858	1,599	2,046

a Predictors: (Constant), Komitmen, Seleksi, Rekrutmen
b Dependent Variable: Kualitas kerja

Source: Primary data processed, 2024

In the table above, the resulting Durbin Watson value is 2.046 because the Durbin Watson value is between <1 and >3 , meaning that the model above does not have an autocorrelation problem.

Heteroskedasticity Test

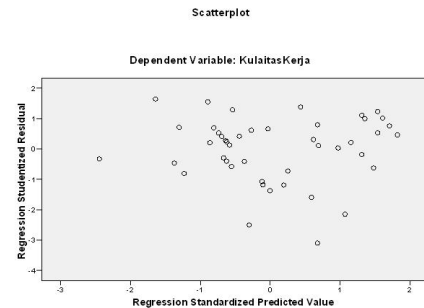


Figure 2. Heteroskedasticity Test

Source: Primary data processed, 2024

From the results above, it can be seen that the distribution of points is above and below the number 0 on the Y axis, and does not form a clear pattern, so it can be concluded that there is no heteroscedasticity.

Multiple Linear Regression Analysis

Table 3. Multiple Linear Regression Analysis
Coefficients(a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	,628	1,916	,328	,745
	Rekrutmen	,167	,081	,208	,045
	Seleksi	,224	,118	,191	,063
	Komitmen	,504	,075	,598	,000

a Dependent Variable: KualitasKerja
Source: Primary data processed, 2024

From the calculation results and statistical analysis equation of multiple regression coefficients above, it can be interpreted as follows:

- The constant value ($\alpha = 0.628$) indicates that if all independent variable values = 0, the value of the volunteer work quality variable is 0.628 units.
- The recruitment coefficient value ($X1 = 0.167$) indicates that each change in the recruitment factor is 1 unit. Then, the quality of volunteer work will change by 0.167 units.
- The selection coefficient value ($X2 = 0.224$) indicates that any change in the selection factor by 1 unit, the quality of volunteer work will change by 0.224 units.

- d. The coefficient value of commitment ($X_3 = 0.504$) indicates that any change in the communication factor by 1 unit, the quality of volunteer work will change by 0.504 units and commitment is the most dominant variable.

To find out the most dominant factor in influencing the quality of volunteer work, it can be seen from the regression coefficient value (β) where the variable value with the largest β value is the most dominant factor. Based on the research results, it is known that $\beta_1 = 0.167$, $\beta_2 = 0.224$, and $\beta_3 = 0.504$, the commitment variable is the most dominant variable in influencing the quality of volunteer work at PMI Jombang Regency.

F test

Table 4. F Test (Simultaneous) ANOVA(b)

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	764,823	3	254,941	99,656	,000(a)
	Residual	117,677	46	2,558		
	Total	882,500	49			

a Predictors: (Constant), Komitmen, Seleksi, Rekrutmen
b Dependent Variable: Kualitas Kerja

Source: Primary data processed, 2024

From the results of the analysis using SPSS above, the calculated F value is $99.656 > F$ table 2.80. By using a significance limit of 0.05, the significance value is obtained $0.00 < 0.05$. This means that recruitment, selection, and commitment simultaneously affect the quality of work of PMI volunteers in Jombang Regency.

Determination Coefficient Test

Table 5. Determination Coefficient Test

Model Summary(b)				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,931(a)	,867	,858	1,599

a Predictors: (Constant), Komitmen, Seleksi, Rekrutmen
b Dependent Variable: Kualitas Kerja

Source: Primary data processed, 2024

Based on table 4.20 above, the R^2 value is 0.867, which means that 86.7% of volunteer work quality variables are influenced by recruitment, selection, and commitment variables. While 13.3% is influenced by other factors not examined. This shows that recruitment, selection, and commitment have a big influence in determining the quality of volunteer work. From the calculation of the R value of 0.931 which

shows that there is a relationship between the variables of recruitment, selection, and commitment to the quality of volunteer work.

The Effect of Recruitment on the Quality of Work of PMI Volunteers in Jombang Regency

This variable has 50 respondents, this study 32 people or 64% entered the good criteria, 16 people or 32% entered the sufficient criteria and 2 people or 4% entered the less criteria.

Based on partial hypothesis testing (T test) above, it can be seen that the t value is $2.061 > 2.000$, so H_0 is rejected H_a is accepted, which means that there is a significant influence between recruitment variables on the quality of volunteer work. The level of recruitment on the quality of volunteer work at PMI Jombang Regency greatly determines the improvement of the quality of volunteer work.

So PMI Jombang Regency is good enough in running a volunteer recruitment system that has a good effect on the level of volunteer work quality.

In line with research (Gunawan et al., 2023), (Social Humanities Sigli et al., n.d.), (Apriyadi, 2021) shows that recruitment has a significant effect on employee performance. In a good recruitment process, it will provide quality human resources who are able to carry out assignments properly.

The Influence Between Selection and the Quality of Work of PMI Volunteers in Jombang Regency

This variable has 50 respondents, in this study 15 people or 30% entered the good criteria, 33 people or 66% entered the sufficient criteria, 2 people or 4% entered the less criteria.

Based on partial hypothesis testing (T test) above, it can be seen that the t value is $1,902 < 2,000$, so H_0 is accepted, H_a is rejected, which indicates that there is no significant influence between the selection variables on the quality of volunteer work. The level of volunteer selection at PMI Jombang Regency is sufficient to determine the improvement of the quality of volunteer work. So PMI Jombang Regency needs to pay attention to the selection process for volunteers in order to improve the quality of volunteer work.

In line with (Muhammad Afif Ridha, Muhammad Birusman Nuryadin, 2023), states that selection has a negative and insignificant effect on employee performance at Bank Mega Syariah in Samarinda city. It can be concluded that the selection process carried out by PMI Jombang Regency is considered very strict in its implementation to produce volunteers who are qualified both physically and mentally.

The Influence Between Commitment and Volunteer Work Quality at PMI Jombang Regency

This variable has 50 respondents, in this study there were 24 people or 48% in the good criteria, 25 people or 50% in the sufficient criteria, and 1 person or 2% in the less criteria.

Based on partial hypothesis testing (T test), above it can be seen that the t value is $6,717 > 2,000$, so H_0 is rejected H_a is accepted, which means that there is a significant influence between the selection variables on the quality of volunteer work. The level of commitment to PMI volunteers in Jombang Regency is enough to determine the improvement in the quality of volunteer work.

This is in line with research (Rizal et al., 2023), (Khakiki, 2020), (Musa & Yuliza, 2022) based on the research results obtained that organizational commitment has a positive and significant effect on employee performance. This shows that the higher the employee's commitment to the organization, the higher the employee's performance.

The Effect of Recruitment, Selection, and Commitment on the Quality of Work of PMI Volunteers in Jombang Regency

From the results of the analysis using SPSS above, the calculated F value is $99.656 > F$ table 2.80. By using a significance limit of 0.05, it is obtained that the significance value is $0.00 < 0.05$. This means that recruitment, selection, and commitment simultaneously affect the quality of work of PMI volunteers in Jombang Regency.

This is due to the attachment and sense of responsibility that grows in each volunteer to the tasks they perform. They always give their best during assignments or services so that PMI Jombang Regency can maintain its existence and to always be trusted by the community.

This is similar to research conducted (Kesuma et al., 2019) and (Liana, 2019) namely recruitment, selection, and commitment have a positive and significant effect on employee work quality.

This is because the recruitment carried out has been carried out effectively, efficiently and as much as possible. So that prospective employees do not feel there is too much distance from the Commitment made with oneself and also with related institutions is also the basis for the survival of workers so that these three variables can affect the quality of work of employees and maintain the quality of the institution.

As for the recruitment of PMI volunteers in Jombang Regency, the recruitment carried out is considered to be very effective and efficient. However, the selection process is still considered insufficient because some volunteers consider the selection process carried out by PMI Jombang Regency to be less effective and efficient.

5. Conclusion

Based on the results of research and discussion regarding the influence of recruitment, selection, and commitment on the quality of work of PMI volunteers in Jombang Regency, the following conclusions can be drawn:

- 1) Recruitment variables have an influence on the quality of volunteer work at PMI Jombang Regency.

- 2) The selection variable does not have a significant influence on the quality of volunteer work at PMI Jombang Regency.
- 3) The commitment variable has an influence on the quality of volunteer work at PMI Jombang Regency.
- 4) Recruitment, selection, and commitment variables together have an influence on the quality of volunteer work.

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