

## THE INFLUENCE OF SOCIAL MEDIA AND RECRUITMENT ON THE EFFECTIVENESS OF THE EMPLOYEE SELECTION PROCESS AT PT. GUNBUSTER NICKEL INDUSTRY IN NORTH MOROWALI REGENCY

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Received: 11/06/2026 | Revised : 20/06/2026 | Accepted: 10/07/2026 | Published :26/07/2026

### Abstract

This study aims to analyze the influence of social media and recruitment on the effectiveness of the employee selection process at PT. Gunbuster Nickel Industry, North Morowali Regency. The study uses a quantitative approach with an associative research type. The research sample consisted of 99 employees selected using the *Proportional Stratified Random Sampling technique*. Data were collected through questionnaires and analyzed using multiple linear regression with the help of *IBM SPSS Statistics version 25*. The results of the study indicate that social media has a positive and significant effect on the effectiveness of the employee selection process. Recruitment also has a positive and significant effect on the effectiveness of the employee selection process. Simultaneously, social media and recruitment have a positive and significant effect on the effectiveness of the employee selection process. These findings indicate that the use of social media supported by an effective recruitment process has an important role in increasing effectiveness.

**Keywords:** Social Media, Recruitment, Effectiveness of the Selection Process

### INTRODUCTION

The development of digital technology has encouraged companies in various sectors, including the mining sector, to adapt their human resource management strategies. As stated by Ibrahim et al. (2025), human resource management is complex because it must consider employees, managers, and the overall business structure. This change is evident in the influence of social media and recruitment practices on the effectiveness of the employee selection process. The current digital era opens up vast opportunities for anyone to advance and develop, where information is abundant and easily accessible (Nugraha & Rasyid, 2022). Platforms such as *Instagram*, *WhatsApp*, *Facebook*, and other digital social media platforms are used by companies to disseminate job vacancy information, reach a wider range of prospective employees, and support a more effective selection process. Furthermore, social media allows companies to obtain initial information about the background, experience, and competencies of prospective employees through digital profiles, thus making the selection process more precise and effective. A modern recruitment system ideally integrates various digital elements to create an efficient and effective process. Pettalongi et al. (2025) explain that an optimal recruitment system must be able to perform *real-time data analysis*, provide a personalized experience to candidates, and produce objective, data-driven decision-making. This concept is highly relevant for mining companies like PT. Gunbuster Nickel Industry, which requires a workforce with specialized qualifications and skills, both for technical and non-technical positions.

With increasingly sophisticated technological developments, almost everyone is now able to use or obtain information using advanced technology (Bachri et al., 2025). The use of social media and recruitment practices is considered to make it easier for companies to disseminate job vacancy information, attract potential candidates, and

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save time and costs compared to conventional recruitment methods. Effective recruitment practices not only ensure the selection of qualified and competent individuals but also contribute significantly to employee performance (Sitanggang & Matondang, 2023) . Various studies on the effectiveness of online recruitment show that the use of social media and *online platforms* can attract prospective applicants who match the criteria set by the company, both in terms of qualifications and position requirements. Furthermore, *online recruitment methods allow companies to assess and compare their level of effectiveness with offline recruitment methods* . The effectiveness of the employee selection process is a crucial factor in determining a company's success in acquiring qualified human resources. Amidst increasingly fierce competition for jobs, many companies struggle to find truly qualified workers. Few individuals meet the required qualifications, despite a relatively large number of applicants ( Ananta et al., 2025) . An effective selection process can identify individuals who align with job requirements, competencies, and organizational culture, thus optimally supporting the achievement of company goals. However, in practice, the use of social media in the employee recruitment and selection process does not always run optimally. This phenomenon indicates that not all candidates obtained through social media possess the qualities and competencies that align with the company's needs. Information displayed on digital profiles is often subjective and does not fully reflect the actual abilities of prospective employees. Furthermore, the high number of applicants received through social media can also make it difficult for companies to conduct effective initial screening. Thus, it can be seen that the use of social media and recruitment processes play a crucial role in supporting the effectiveness of the employee selection process. Organizations must ensure that their recruitment processes are fair, transparent, and compliant with relevant laws and regulations (Rahadi et al., 2024) . Furthermore, companies need to ensure that candidates obtained through social media and the recruitment process possess competencies that align with the organization's needs to ensure the selection process runs effectively and produces informed decisions, enabling the company to acquire qualified human resources and optimally support the achievement of organizational goals.

Based on this background, the problem formulation in this research can be formulated as follows:

1. Does social media influence the effectiveness of the employee selection process at PT. Gunbuster Nickel Industry?
2. Does recruitment influence the effectiveness of the employee selection process at PT. Gunbuster Nickel Industry?
3. Do social media and recruitment simultaneously influence the effectiveness of the employee selection process at PT. Gunbuster Nickel Industry?

In line with the problem formulation above, the aim of this research is to:

1. To analyze the partial influence of social media on the effectiveness of the employee selection process at PT Gunbuster Nickel Industry.
2. To analyze the partial influence of recruitment on the effectiveness of the employee selection process at PT Gunbuster Nickel Industry.
3. To analyze the influence of social media and recruitment simultaneously on the effectiveness of the employee selection process at PT Gunbuster Nickel Industry.

## LITERATURE REVIEW

### Social media

According to Handayani et al. (2024) , social media has a significant impact on human life because it allows people to interact socially, sharing opinions, thoughts, and knowledge on a global scale without being limited by time and place. Social media is also an internet-based channel where users can interact opportunistically and present themselves selectively, both in *real-time* and asynchronously, with a broad and expansive reach. According to Tabrani et al. (2023) , the large use of social media in Indonesia is a basis for an organization to utilize social media as a platform for accessing information. Individuals. The ease of access to information and interaction through social media, without the constraints of space and time, has had a significant impact on various aspects of life, including job competition. Recruiters now use social media to screen candidates in their recruitment process. Therefore, synergistic social media management is essential as a means of adapting to changes in the digital era.

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A frequently used model for measuring social media is the 4C concept proposed by Cahya et al. (2024). This model emphasizes that the success of social media is not only seen from the delivery of information, but also from the interactions and relationships formed with the audience. The indicators include: (1) *Context*, (2) *Communication*, (3) *Collaboration*, (4) *Connection*. Thus, social media plays a significant role in human life, enabling interaction, information exchange, and the widespread expression of opinions without the constraints of time and space. The high level of social media use in Indonesia has also encouraged organizations to utilize it as a means of obtaining information and selecting candidates in the recruitment process. Therefore, effective and synergistic social media management is a crucial adaptation for organizations facing the evolving digital era.

## Recruitment

According to Angelina & Rini (2023), recruitment is a two-way communication process. Applicants want accurate information about what it's like to work in the organization. Organizations also want accurate information about what these applicants will be like if they are hired as employees. Meanwhile, according to Mondy (2021), recruitment is the process of finding and attracting qualified candidates to fill available positions within the organization. According to Mardianto, recruitment is the process of finding prospective members who meet established qualifications or standards (Sholatiah et al., 2022). The recruitment process not only generates interest in employment at an agency, institution, or organization but also retains prospective members or employees. In addition to recruitment, selection is also part of human resource management (Andriani, 2022).

According to Bhimanatham & Iyer (2025), there are several recruitment indicators that are very important in evaluating talent effectiveness, namely: (1) time to fill positions; (2) recruitment costs; (3) recruitment quality; and (4) recruitment sources. Thus, recruitment is a strategic process in human resource management that involves two-way communication between the organization and applicants. This process aims not only to find and attract qualified candidates, but also to obtain accurate information from both parties and retain potential candidates. Therefore, recruitment is a crucial stage closely related to the selection process in the effort to obtain human resources that meet the organization's needs and standards.

## Effectiveness of the Selection Process

The effectiveness of the selection process has a significant impact on employee performance because proper selection will place individuals who align with job requirements and organizational culture. Selection effectiveness can be measured by the extent to which recruited employees are able to demonstrate high performance and contribute to the achievement of organizational goals (Mustofa & Samiyah, 2025). An effective selection process ensures that companies only hire individuals with the appropriate competencies, personality, and motivation, thus minimizing the risk of future job failure. According to Anggraini et al. (2024), effectiveness is a standard of assessment that indicates the extent to which established goals and objectives can be met or achieved. Furthermore, effectiveness also reflects the extent to which an organization, program, or activity is able to optimally carry out its functions.

The selection process aims to find the best candidate among those available, considering a number of predetermined requirements. Successful selection requires methods and tools to evaluate the candidate's technical abilities, interpersonal skills, and personal traits. Employee selection is a stage carried out by an organization to evaluate, screen, and determine the most suitable candidates according to the company's needs based on certain criteria. Selection is an assessment procedure to choose the best people based on predetermined qualifications, while recruitment is an activity to recruit as many competent candidates as possible (Puspitaningrum et al., 2025).

According to Assidiqie & Sakapurnama (2025), the effectiveness of the selection process can be seen from the selection method's ability to produce accurate, consistent assessments and provide a positive impact on the organization. Indicators of the effectiveness of the selection process include: (1) predictive validity, (2) assessment reliability, (3) participant and assessor satisfaction, and (4) impact on the organization.

The effectiveness of the employee selection process plays a crucial role in ensuring that the company obtains individuals who are suited to the job requirements and organizational culture at PT. Gunbuster Nickel Industri. Proper selection places prospective employees with the appropriate competencies, personality, and motivation, thereby improving employee performance and contributing to the achievement of company goals. The selection process is conducted to evaluate the technical abilities, interpersonal skills, and character of candidates, so that only individuals who meet the criteria are accepted. The effectiveness of the selection is measured by the extent to which recruited

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employees are able to demonstrate high performance and support the achievement of organizational goals optimally, in line with the effectiveness assessment standards proposed by Anggraini et al. (2024) .

## Framework of thinking

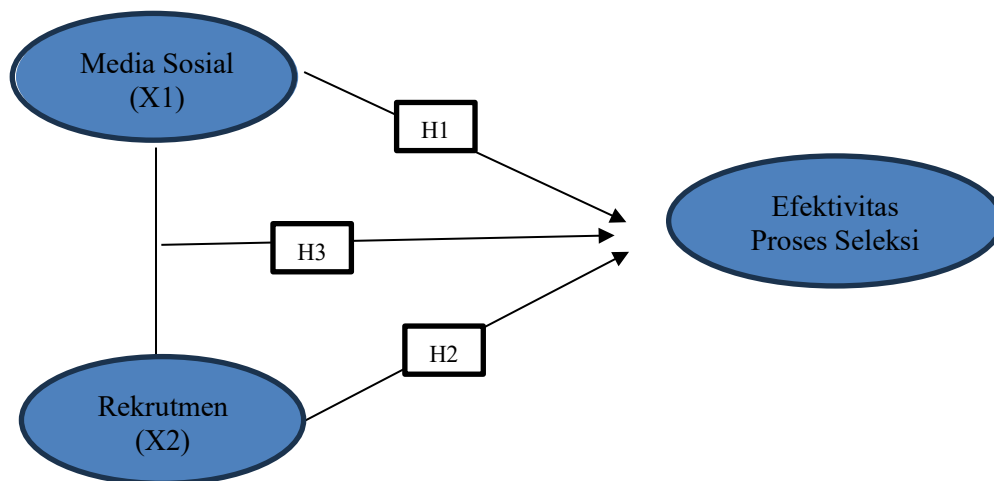


Figure 1. Conceptual Framework

- **H<sub>1</sub>:** Social media influences the effectiveness of the employee selection process.
- **H<sub>2</sub>:** Recruitment influences the effectiveness of the employee selection process.
- **H<sub>3</sub>:** Social media and recruitment simultaneously influence the effectiveness of the employee selection process.

## Relationship between variables

**The Relationship Between Social Media and Recruitment on the Effectiveness of the Selection Process** Social media and recruitment play a crucial role in enhancing the effectiveness of the selection process. Social media can help organizations disseminate job opening information more widely, quickly, and effectively, thereby attracting more applicants who meet the company's needs. However, the use of social media alone is not sufficient to ensure an effective selection process. A well-planned and well-executed recruitment process is also necessary to attract qualified candidates. Effective recruitment will generate a pool of applicants who match the job qualifications, making it easier for organizations to conduct selection and identify the best candidates. Social media integration, when combined with structured and objective selection procedures, is positioned as a way to improve candidate fit and placement effectiveness (Hidayat, 2025) .

## The Relationship Between Social Media and the Effectiveness of the Selection Process

Social media is essentially a tool that companies can use to reach potential applicants more widely and quickly. For the selection process to run effectively, companies need to optimally utilize social media to disseminate job opening information and attract candidates who match the organization's needs. In various contexts, social media makes recruitment and selection processes faster and more cost-effective, as job postings can be widely disseminated and interactions with candidates occur *in real time* . Social media sites provide an affordable way to advertise job opportunities and target specific groups (Lesenyego & Chukwuere, 2023) .

## The Relationship Between Recruitment and Selection Process Effectiveness

Recruitment is a process aimed at attracting and acquiring prospective employees who meet the organization's needs. For the selection process to run effectively, companies need to implement a well-planned and targeted recruitment process. Good recruitment will produce a pool of qualified applicants who meet the required job qualifications. Effective recruitment clarifies the position, updates job specifications, identifies suitable applicant sources, and selects appropriate communication strategies to attract qualified candidates. When this stage is

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well-executed, the organization enters the selection process with a pool of candidates more relevant to the job requirements (Lestari et al., 2021). The more effective the recruitment process, the greater the company's chances of selecting the best candidate, thereby increasing the effectiveness of the selection process.

## RESEARCH METHODS Types and Approaches of Research

This study uses a quantitative approach with an associative approach, aiming to identify and analyze the relationship and influence between independent and dependent variables. The independent variables examined include social media and recruitment, while the dependent variable is the effectiveness of the employee selection process. The research design was systematically structured through the development of a questionnaire, data collection, and statistical analysis using SPSS software. The research instrument consisted of a questionnaire structured based on variable indicators with a five-point Likert scale (1 = strongly disagree to 5 = strongly agree).

## Location and Time of Research

The location of this research is PT. Gunbuster Nickel Industry located in Bunta Village, Petasia Timur District, North Morowali Regency, which was chosen as the object of research because the company is one of the industrial companies that is active in conducting employee recruitment and selection processes. This research was conducted from February 2026 to May 2026, which includes several research stages, starting from the research preparation stage, data collection, to data processing and analysis, so that it is expected that all data obtained can describe the research conditions accurately and in accordance with the stated objectives.

## Population and Sample

According to Sugiyono (2023), a population is a generalized area consisting of objects or subjects with certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population in this study was all 8,923 employees of PT. Gunbuster Nickel Industry who were involved in and understood the employee recruitment and selection process. According to Sugiyono (2023), a sample is a portion of the number and characteristics of a population. The research sample was determined using the *Proportional Stratified Random Sampling technique*, which divides the sample size proportionally according to the population size in each division. The sample size was then calculated using the Slovin formula with a 10% margin of error. The 10% margin of error was chosen because it is considered to provide a better level of accuracy and more representative results for the population being studied. Slovin's formula:

$$\begin{aligned} n &= \frac{N}{1 + N(e)^2} \\ &= \frac{8,923}{1 + 8,923(0,1)^2} \\ &= \frac{8,923}{1 + 8,923(0,01)} \\ &= \frac{8,923}{90,23} \\ n &= 98,88 \approx 99 \quad \text{sampel} \end{aligned}$$

Information:

- a)  $n$  = sample size
- b)  $N$  = population
- c)  $e$  = margin of error (10% or 0.1)

Next, the sample size is distributed to each departmental work stratum using a proportional allocation formula. The proportional allocation formula is used to determine the sample size for each department based on the

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ratio of each department's population size to the total population. This method ensures a fairer sample distribution and reflects the true proportions of each segment within the population.

Proportional allocation formula:

$$n_i = \frac{N_i}{N} \cdot n$$

Information:

- a)  $n_i$  = number of samples in division or group i
- b)  $N_i$  = population size in division or group i
- c)  $N$  = total population
- d)  $n$  = total number of samples

Total Population (N) = 8,923 people

Total Sample (n) = 99 people

**Table 1. Population and Sample**

| No           | Division/Department                    | Population (Ni) | Sample (ni) |
|--------------|----------------------------------------|-----------------|-------------|
| 1            | Production Smelter                     | 4795            | 49          |
| 2            | Transportation                         | 1218            | 13          |
| 3            | <i>Smelter Maintenance</i>             | 617             | 7           |
| 4            | Production Steam Power Plant           | 518             | 6           |
| 5            | Logistics                              | 310             | 3           |
| 6            | <i>General Affairs</i>                 | 255             | 3           |
| 7            | <i>Electric Power</i>                  | 247             | 3           |
| 8            | Fabrication                            | 234             | 3           |
| 9            | <i>Quality Control</i>                 | 215             | 2           |
| 10           | <i>Emergency Management</i>            | 196             | 2           |
| 11           | <i>Engineering</i>                     | 116             | 1           |
| 12           | <i>Nickel Ore &amp; Coal Resources</i> | 60              | 1           |
| 13           | <i>HRD</i>                             | 17              | 1           |
| 14           | <i>Site Purchase</i>                   | 16              | 1           |
| 15           | Production                             | 11              | 1           |
| 16           | EXIM                                   | 9               | 1           |
| 17           | <i>Finance</i>                         | 4               | 1           |
| 18           | <i>IT</i>                              | 2               | 1           |
| <b>Total</b> |                                        | <b>8,923</b>    | <b>99</b>   |

Source: HRD PT. Gunbuster Nickel Industry

## Data collection technique

The data collection technique in this study was conducted online by distributing a questionnaire using the *Google Forms platform*. The questionnaire link was distributed to respondents who met the research criteria. The research instrument was structured as a closed-ended statement using a five-point *Likert scale*, ranging from strongly disagree to strongly agree, to measure respondents' perceptions of the variables studied.

## Data Analysis Techniques

The data analysis in this study was conducted through several stages: validity and reliability tests to ensure the research instruments were suitable for use, descriptive analysis, and classical assumption tests, including

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normality, multicollinearity, and heteroscedasticity. Furthermore, multiple linear regression analysis was conducted to determine the influence of social media and recruitment on the effectiveness of the employee selection process, both partially and simultaneously.

## RESULTS AND DISCUSSION Instrument Testing Validity and Reliability Test a. Validity Test

Validity and reliability tests were conducted to ensure that the research instrument was able to measure the variables of Social Media, Recruitment, and Selection Process Effectiveness validly and consistently. Data processing was performed using the *SPSS for Windows version 26 application*, while the results of the validity and reliability tests are presented in the following table:

**Table 2. Validity Test Results**

| Variables                                  | R Table | 0.197   | N   | 99          |
|--------------------------------------------|---------|---------|-----|-------------|
|                                            | NO      | R Count | Sig | Information |
| Social Media (X1)                          | X1.1    | 0.606   | 0   | Valid       |
|                                            | X1.2    | 0.604   | 0   | Valid       |
|                                            | X1.3    | 0.606   | 0   | Valid       |
|                                            | X1.4    | 0.665   | 0   | Valid       |
|                                            | X1.5    | 0.634   | 0   | Valid       |
|                                            | X1.6    | 0.653   | 0   | Valid       |
|                                            | X1.7    | 0.641   | 0   | Valid       |
|                                            | X1.8    | 0.573   | 0   | Valid       |
|                                            | X1.9    | 0.623   | 0   | Valid       |
|                                            | X1.10   | 0.471   | 0   | Valid       |
|                                            | X1.11   | 0.621   | 0   | Valid       |
| Recruitment (X2)                           | X2.1    | 0.684   | 0   | Valid       |
|                                            | X2.2    | 0.634   | 0   | Valid       |
|                                            | X2.3    | 0.629   | 0   | Valid       |
|                                            | X2.4    | 0.711   | 0   | Valid       |
|                                            | X2.5    | 0.704   | 0   | Valid       |
|                                            | X2.6    | 0.663   | 0   | Valid       |
|                                            | X2.7    | 0.666   | 0   | Valid       |
|                                            | X2.8    | 0.56    | 0   | Valid       |
|                                            | X2.9    | 0.734   | 0   | Valid       |
|                                            | X2.10   | 0.624   | 0   | Valid       |
|                                            | X2.11   | 0.612   | 0   | Valid       |
|                                            | X2.12   | 0.538   | 0   | Valid       |
| Effectiveness of the Selection Process (Y) | Y1      | 0.674   | 0   | Valid       |
|                                            | Y2      | 0.692   | 0   | Valid       |
|                                            | Y3      | 0.569   | 0   | Valid       |
|                                            | Y4      | 0.7     | 0   | Valid       |
|                                            | Y5      | 0.646   | 0   | Valid       |
|                                            | Y6      | 0.692   | 0   | Valid       |
|                                            | Y7      | 0.657   | 0   | Valid       |
|                                            | Y8      | 0.545   | 0   | Valid       |
|                                            | Y9      | 0.512   | 0   | Valid       |
|                                            | Y10     | 0.554   | 0   | Valid       |

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|  |     |       |   |       |
|--|-----|-------|---|-------|
|  | Y11 | 0.575 | 0 | Valid |
|  | Y12 | 0.562 | 0 | Valid |

Source: SPSS 25 Output

Based on the results of the validity test with the formula ( $df = n - 2$ ), the  $df$  value obtained was 97 ( $99 - 2$ ) with an  $r$  table value of 0.1975. The test results show that all statement items in the Social Media, Recruitment, and Selection Process Effectiveness variables have a calculated  $r$  value greater than the  $r$  table (0.1975) and a significance value of less than 0.05. Thus, all statement items are declared valid and suitable for use as research instruments.

## b. Reliability Test

Reliability testing is used to determine the level of consistency of research instruments in measuring the variables studied. Testing is conducted using the *Cronbach's Alpha method*.

An instrument is considered reliable if it has a *Cronbach's Alpha value*  $> 0.70$ . The higher the *Cronbach's Alpha value*, the better the consistency of the research instrument.

Table 3. Reliability Test Results

| Variables                                  | Cronbach's Alpha | N of Items |
|--------------------------------------------|------------------|------------|
| Social Media (X1)                          | 0.829            | 11         |
| Recruitment (X2)                           | 0.872            | 12         |
| Effectiveness of the Selection Process (Y) | 0.850            | 12         |

Source: SPSS 25 Output

Based on the table above, the reliability test results show that all research variables—Social Media, Recruitment, and Selection Process Effectiveness—have *Cronbach's Alpha values* greater than 0.70. These results indicate that all research instruments are reliable because they have met the reliability criteria, making them suitable for use as measuring tools in research.

## Classical Assumption Test a. Normality Test

The normality test is used to determine whether the variables used in a regression model have a normal distribution. This test is a statistical procedure that aims to assess whether the data, both dependent and independent variables, are normally distributed. (Pradana & Mahargiono, 2023). In general, there are several methods that can be used to test data normality in a regression model, including using the *Kolmogorov-Smirnov* or *PP Plot*. In this study, normality testing was conducted using graphical analysis through the *P-P Plot*.

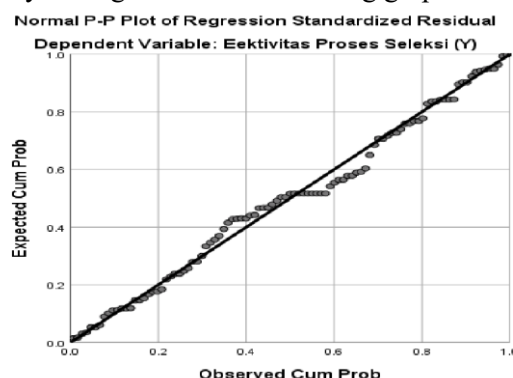


Figure 2. Results of PP Plot Normality Test

Based on the results of the normality test using a *P-P plot*, the residual points are distributed around and follow the direction of the diagonal line. This condition indicates that the residual data is normally

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distributed, thus the normality assumption in the regression model has been met and the model is suitable for further analysis.

## b. Multicollinearity Test

The multicollinearity test aims to determine whether or not there is a correlation between independent variables in a regression model. This test is conducted to detect the possibility of multicollinearity, a condition where two or more independent variables have a high correlation, which can affect the accuracy of the regression analysis results.

**Table 4. Multicollinearity Test Results**

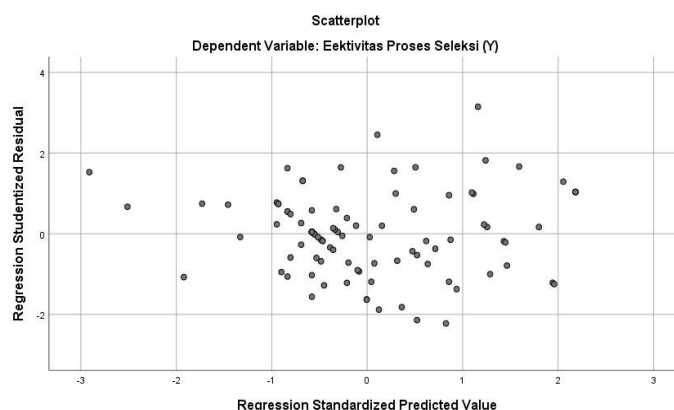
| Coefficients <sup>a</sup>                                         |                   |                         |       |
|-------------------------------------------------------------------|-------------------|-------------------------|-------|
| Model                                                             |                   | Collinearity Statistics |       |
|                                                                   |                   | Tolerance               | VIF   |
| 1                                                                 | Social Media (X1) | .438                    | 2,282 |
|                                                                   | Recruitment (X2)  | .438                    | 2,282 |
| a. Dependent Variable: Effectiveness of the Selection Process (Y) |                   |                         |       |

Source: SPSS 25 Output

Based on the results of the multicollinearity test, the Social Media (X1) and Recruitment (X2) variables each had a Tolerance value of 0.438 ( $>0.10$ ) and a VIF of 2.282 ( $<10$ ). These results indicate that the regression model does not experience multicollinearity symptoms, thus meeting the assumptions and is suitable for further analysis.

## c. Heteroscedasticity Test

The heteroscedasticity test is used to determine whether the residual variance in a regression model is evenly distributed. This test aims to determine whether there are differences in residual variance between observational data. If the residual variance is evenly distributed, the regression model does not experience heteroscedasticity. The results of the heteroscedasticity test can be described as follows:



*Figure 3. Results of Heteroscedasticity Test with Scatterplot*

Based on Figure 3, the scatterplot graph shows that the residual points are randomly distributed around the number 0 on the Y-axis and do not form a specific pattern. This condition indicates that there are

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no symptoms of heteroscedasticity, so the regression model meets the classical assumptions and is suitable for further analysis.

## Descriptive Statistical Analysis

**Table 5. Descriptive Statistics (Mean)**

| Variables                                  | Dimensions                                                                                                        | Mean | Interpretation |
|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------|------|----------------|
| Social Media (X1)                          | <i>Context</i><br><i>Communication</i><br><i>Collaboration</i><br><i>Connection</i>                               | 4.21 | Very high      |
| Recruitment (X2)                           | Position Filling Time<br>Recruitment<br>Cost Recruitment Quality Recruitment<br>Sources                           | 4.21 | Very high      |
| Effectiveness of the Selection Process (Y) | Predictive Validity<br>Reliability of AssessmentParticipant and<br>Assessor SatisfactionImpact on<br>Organization | 4.19 | Tall           |

Based on the results of descriptive statistical analysis, the Social Media variable obtained a mean value of 4.21 which is included in the very high category. This indicates that the use of social media as a recruitment medium at PT. Gunbuster Nickel Industry is considered to have run very well by respondents. The Recruitment variable obtained a mean value of 4.21 with a very high category. These results indicate that the recruitment process implemented by the company is considered to have been able to attract prospective employees who match the organization's needs through an effective and directed process. Furthermore, the Selection Process Effectiveness variable obtained a mean value of 4.19 which is included in the high category. This indicates that the employee selection process at PT. Gunbuster Nickel Industry has run well so that it is able to support the selection of candidates who match the job qualifications.

## Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the influence of Social Media (X1) and Recruitment (X2) on the Effectiveness of the Selection Process (Y). The regression equation model used is as follows:  $Y = a + b_1 X_1 + b_2 X_2 + e$

Information:

- a) Y = Effectiveness of the Selection Process
- b) a = Constant
- c) b1 = Social Media regression coefficient
- d) b2 = Recruitment regression coefficient
- e) X1 = Social Media
- f) X2 = Recruitment
- g) e = Error

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**Table 6. Multiple Linear Regression Analysis Test**

| Coefficients <sup>a</sup>                                         |                   |                             |            |                           |       |      |
|-------------------------------------------------------------------|-------------------|-----------------------------|------------|---------------------------|-------|------|
| Model                                                             |                   | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|                                                                   |                   | B                           | Std. Error | Beta                      |       |      |
| 1                                                                 | (Constant)        | 7,151                       | 2,223      |                           | 3,217 | .002 |
|                                                                   | Social Media (X1) | .412                        | .068       | .419                      | 6,041 | .000 |
|                                                                   | Recruitment (X2)  | .471                        | .061       | .535                      | 7,703 | .000 |
| a. Dependent Variable: Effectiveness of the Selection Process (Y) |                   |                             |            |                           |       |      |

Source: SPSS 25 output

Based on the results of multiple linear regression analysis, the following regression equation was obtained:

$$Y = 7.151 + 0.412X_1 + 0.471X_2$$

The regression equation shows that the constant value of 7.151 means that if the Social Media (X1) and Recruitment (X2) variables are considered to be zero, then the value of the Effectiveness of the Selection Process (Y) is 7.151. The regression coefficient of the Social Media (X1) variable of 0.412 indicates that every one-unit increase in Social Media will increase the Effectiveness of the Selection Process by 0.412, assuming the Recruitment variable remains constant. Meanwhile, the regression coefficient of the Recruitment (X2) variable of 0.471 indicates that every one-unit increase in Recruitment will increase the Effectiveness of the Selection Process by 0.471, assuming the Social Media variable remains constant. All regression coefficients are positive, thus indicating that the better the utilization of social media and the better the recruitment process, the higher the effectiveness of the selection process.

## Hypothesis Testing Partial Test (t-Test)

The t-test is used to determine the partial effect of each independent variable on the dependent variable. The decision-making criteria are as follows: if the significance value is <0.05 then the hypothesis is accepted, if the significance value is >0.05 then the hypothesis is rejected. This test is used to examine: The Influence of Social Media and Recruitment on the Effectiveness of the Employee Selection Process at PT. Gunbuster Nickel Industry.

**Table 7. Partial Test Results**

| Coefficients <sup>a</sup>                                         |                   |                             |            |                           |       |      |
|-------------------------------------------------------------------|-------------------|-----------------------------|------------|---------------------------|-------|------|
| Model                                                             |                   | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|                                                                   |                   | B                           | Std. Error | Beta                      |       |      |
| 1                                                                 | (Constant)        | 7,151                       | 2,223      |                           | 3,217 | .002 |
|                                                                   | Social Media (X1) | .412                        | .068       | .419                      | 6,041 | .000 |
|                                                                   | Recruitment (X2)  | .471                        | .061       | .535                      | 7,703 | .000 |
| a. Dependent Variable: Effectiveness of the Selection Process (Y) |                   |                             |            |                           |       |      |

Source: SPSS 25 output

Based on the results of the partial test (t-test), it is known that the Social Media variable (X1) has a calculated t value of 6.041 with a significance value of 0.000, so the significance value is smaller than 0.05. Thus, Social Media

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has a positive and significant effect on the Effectiveness of the Selection Process. Furthermore, the Recruitment variable (X2) has a calculated t value of 7.703 with a significance value of 0.000, which is also smaller than 0.05, so that Recruitment has a positive and significant effect on the Effectiveness of the Selection Process. In addition, based on the standardized beta coefficient value (Standardized Beta), the Recruitment variable has a value of 0.535, greater than Social Media at 0.419, so it can be concluded that Recruitment is a variable that has a more dominant influence on the Effectiveness of the Selection Process.

## Simultaneous Test (F Test)

The F test is used to determine whether all independent variables simultaneously influence the dependent variable. The decision-making criteria are: if the significance value is  $<0.05$ , then the independent variables simultaneously influence the dependent variable; if the significance value is  $>0.05$ , then the independent variables simultaneously do not influence the dependent variable.

**Table 8. Simultaneous Test Results**

| ANOVA <sup>a</sup>                                                |            |                |    |             |         |                   |
|-------------------------------------------------------------------|------------|----------------|----|-------------|---------|-------------------|
| Model                                                             |            | Sum of Squares | df | Mean Square | F       | Sig.              |
| 1                                                                 | Regression | 1334,550       | 2  | 667,275     | 188,915 | .000 <sup>b</sup> |
|                                                                   | Residual   | 339,086        | 96 | 3,532       |         |                   |
|                                                                   | Total      | 1673,636       | 98 |             |         |                   |
| a. Dependent Variable: Effectiveness of the Selection Process (Y) |            |                |    |             |         |                   |
| b. Predictors: (Constant), Recruitment (X2), Social Media (X1)    |            |                |    |             |         |                   |

Source: SPSS 25 Output

Based on the results of the simultaneous test (F test), the calculated F value was 188.915 with a significance value of 0.000. This significance value is less than 0.05, so it can be concluded that the Social Media and Recruitment variables simultaneously or together have a significant effect on the Effectiveness of the Selection Process. Thus, the regression model used in this study is suitable for explaining the relationship between the independent and dependent variables.

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

The coefficient of determination is indicated by the *Adjusted R Square value*. The greater the *Adjusted R Square value*, the greater the ability of the independent variable to explain the dependent variable.

**Table 9. Results of the Determination Coefficient Test (R Square)**

| Model Summary <sup>b</sup>                                        |                   |          |                   |                                |
|-------------------------------------------------------------------|-------------------|----------|-------------------|--------------------------------|
| Model                                                             | R                 | R Square | Adjusted R Square | Standard Error of the Estimate |
| 1                                                                 | .893 <sup>a</sup> | .797     | .793              | 1.87940                        |
| a. Predictors: (Constant), Recruitment (X2), Social Media (X1)    |                   |          |                   |                                |
| b. Dependent Variable: Effectiveness of the Selection Process (Y) |                   |          |                   |                                |

Source: SPSS 25 Output

Based on the results of the determination coefficient analysis, the R Square value was obtained at 0.797 and the Adjusted R Square at 0.793. The Adjusted R Square value of 0.793 indicates that the Social Media and Recruitment variables together are able to explain the variation in the Effectiveness of the Selection Process by 79.3%, while the remaining 20.7% is explained by other variables outside the research model that were not examined. The

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high determination coefficient value indicates that the regression model has a good ability to explain changes in the Effectiveness of the Selection Process variable.

## DISCUSSION The Influence of Social Media and Recruitment on the Effectiveness of the Employee Selection Process

Based on the results of the simultaneous test (F test), a significance value of 0.000 ( $<0.05$ ) was obtained with a calculated F value of 188.915, so that the H3 hypothesis was accepted. This indicates that social media and recruitment together have a positive and significant effect on the effectiveness of the employee selection process at PT. Gunbuster Nickel Industry. The Adjusted R Square value of 0.793 indicates that 79.3% of the variation in the effectiveness of the selection process can be explained by social media and recruitment variables, while the remaining 20.7% is influenced by other factors outside this study. These findings demonstrate that utilizing social media, supported by a well-planned recruitment process, can improve the effectiveness of the employee selection process. Social media helps companies reach potential applicants more widely and quickly, while systematic recruitment produces candidates who meet the company's needs, making the selection process more effective, objective, and efficient. The results of this study align with Puspitaningrum et al. (2025), who stated that structured recruitment and selection can increase the effectiveness of acquiring qualified candidates. Furthermore, research by Pettalongi et al. (2025) also explains that utilizing digital technology in the recruitment process can improve the efficiency and quality of decision-making in employee selection.

### The Influence of Social Media on the Effectiveness of the Selection Process

Based on the results of the partial test (t-test), a significance value of 0.000 ( $<0.05$ ) was obtained with a calculated t-value of 6.041, so that the H1 hypothesis was accepted. This indicates that social media has a positive and significant effect on the effectiveness of the employee selection process at PT. Gunbuster Nickel Industry. The regression coefficient value of 0.412 indicates that every increase in the use of social media will increase the effectiveness of the employee selection process. These findings indicate that utilizing social media as a recruitment tool can broaden the reach of job opening information, attract more potential candidates, and facilitate companies' initial screening of applicants. This allows the selection process to be faster and more efficient, resulting in candidates better suited to the company's needs.

The results of this study align with those of Lesenyego & Chukwuere (2023), who stated that social media can increase recruitment effectiveness by expanding applicant reach and streamlining the candidate search process. Furthermore, research by Hidayat (2025) also explains that utilizing social media in the recruitment and selection process helps organizations find more suitable candidates, thereby increasing the effectiveness of the employee selection process.

### The Influence of Recruitment on the Effectiveness of the Employee Selection Process

Based on the results of the partial test (t-test), a significance value of 0.000 ( $<0.05$ ) was obtained with a calculated t-value of 7.703, so that the H2 hypothesis was accepted. This indicates that recruitment has a positive and significant effect on the effectiveness of the employee selection process at PT. Gunbuster Nickel Industry. The regression coefficient value of 0.471 indicates that the better the recruitment process carried out by the company, the higher the effectiveness of the employee selection process. In addition, the Standardized Beta value of 0.535 indicates that recruitment is a variable that has a more dominant influence than social media in increasing the effectiveness of the selection process.

These findings indicate that recruitment conducted in a planned, transparent manner, and in accordance with job requirements will produce candidates who possess the competencies and qualifications that match the company's needs. The better the recruitment process implemented, the greater the company's opportunity to obtain a pool of qualified applicants, allowing the selection process to be carried out more objectively, effectively, and efficiently. This is important for PT. Gunbuster Nickel Industry considering that the company requires human resources with technical and non-technical capabilities in accordance with the company's operational demands. The results of this study align with those of Puspitaningrum et al. (2025), who stated that an effective recruitment process plays a crucial role in producing candidates who meet organizational needs, thereby increasing the effectiveness of the selection process. Furthermore, research by Bhimanatham & Iyer (2025) also explains that recruitment quality, as measured by

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time to fill positions, recruitment costs, recruitment quality, and recruitment sources, is a crucial factor in acquiring competent talent and supporting the success of the employee selection process.

## Conclusion

Based on the results of research at PT. Gunbuster Nickel Industry, North Morowali Regency, it shows that social media and recruitment simultaneously have a positive and significant effect on the effectiveness of the employee selection process. The research findings also show that social media and recruitment are contributing factors in increasing the effectiveness of the employee selection process. Partially, social media has a positive and significant effect on the effectiveness of the employee selection process, while recruitment also has a positive and significant effect on the effectiveness of the employee selection process. Therefore, social media and recruitment are important factors in increasing the effectiveness of the employee selection process at PT. Gunbuster Nickel Industry, North Morowali Regency, so that the company is expected to continue to optimize the use of social media as a recruitment medium and improve the quality of the recruitment process in order to obtain candidates who match the company's needs and qualifications.

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