

The Influence of E-Recruitment and Employee Referral on the Competence of Production Employees at PT. Andira Agro Tbk Palm Oil Mill

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ABSTRACT

This study aims to examine the influence of e-recruitment and employee referral on employee competence, both partially and simultaneously, among production employees at PT Andira Agro Tbk. This study uses a quantitative approach. Primary data were obtained by distributing Likert-scale questionnaires to all production employees, with a total of 83 respondents selected using the total sampling (census) technique. Data analysis was performed using instrument tests, classical assumption tests, multiple linear regression, t-test, F-test, and coefficient of determination. The results indicate that simultaneously, the variables of e-recruitment (X_1) and employee referral (X_2) contribute 49.8% to employee competence (Y). Partially, the e-recruitment variable has a

significant negative effect, while the employee referral variable has a significant positive effect on employee competence. These findings recommend implementing a hybrid recruitment strategy by strengthening the referral system. Although e-recruitment has a negative impact, this method should still be maintained for initial administrative efficiency, provided that it is combined with physical face-to-face evaluations and direct technical interviews at the factory.

A. INTRODUCTION

Technological advancements and changes in the business world have transformed the way companies manage human resources, particularly in the recruitment process. Accurate recruitment serves as an important foundation for building a competent workforce to support the achievement of organizational goals. In the manufacturing and plantation sectors, which have long been pillars of the economy, the challenges of managing human resources are becoming increasingly complex. Production workers, especially those operating in environments such as factories, are required not only to possess technical competencies (hard skills) but also crucial non-technical skills (soft skills) such as discipline, teamwork, and work ethics. The quality of the workforce has a direct impact on company productivity, cost efficiency, and operational safety. Therefore, errors in the employee selection process can result in financial and operational losses for the company.

PT Andira Agro Tbk, as a company operating in the palm oil mill industry, faces these challenges. The technology-intensive and high-risk operations of palm oil mills require production workers with measurable competency standards. The majority of employees have a senior high school educational background. This study suspects that there are real differences in on-site competence among employees recruited through different channels. Over the last three years, the number of production employees has shown a declining trend, thus the accuracy of the current selection methods needs to be evaluated.

To meet these needs, companies can utilize various available recruitment methods. In the current digital era, there are two main strategies that are commonly applied. According to Rahadi and Farid (2021:56), e-recruitment is the use of web-based technology in the



recruitment process to attract, assess, select, and place candidates, which is characterized by wide reach, process speed, and standardized initial screening. According to Kustiyahningsih, Irhamni, and Suciningtyas (2024:168), employee referral is a structured program to find the best employees through recommendations from internal employees using the networks they have. This method is relied upon because it is able to produce candidates who have a comprehensive understanding of the job and the company culture.

The existence of these two recruitment method options presents a strategic dilemma for the management of PT Andira Agro Tbk regarding the extent to which each method influences the competence of the resulting production employees. This gap is also evident in previous studies. Research by Anjeli, Aliya, and Raymond (2025) states that both e-recruitment and traditional methods have a significant influence on selection quality, but did not examine the direct effect on post-recruitment competence outcomes. Meanwhile, Hamza's (2022) research on employee referral focused more on employee motivation in providing recommendations, rather than on the influence on the competence of the resulting candidates. In other words, there has been no study that integratively examines the partial and simultaneous influence of these two recruitment methods on the specific competence of production workers in the palm oil mill environment.

Based on field phenomena, research gaps, and differences in theoretical foundations, this study is important to conduct. This study seeks to empirically examine the influence of e-recruitment and employee referral methods, both partially and simultaneously, on the competence of production workers at the palm oil mill of PT Andira Agro Tbk. Specifically, this study aims to examine: (1) The influence of e-recruitment on the competence of production employees, (2) The influence of employee referral on the competence of production employees, (3) and The simultaneous influence of both methods on the competence of production employees. The findings of this study are expected to contribute empirically to the advancement of the field of Human Resource Management and to provide a valid empirical basis for company management to design recruitment policies and strategies that are more targeted, effective, and efficient in the future.

B. THEORETICAL STUDY

E-Recruitment

E-recruitment is the application of web-based technology used throughout the entire series of recruitment stages, starting from the process of attracting, screening, to the placement of new workers (Rahadi & Farid, 2021:56). The implementation of this method offers various benefits, including process speed, wider reach, cost savings, data-based decision-making, better candidate experience, and reduction of human bias (Fadli et al., 2024:47). On the other hand, e-recruitment also has challenges, such as data security, digital divide, candidate overload, and lack of personal interaction (Yuliyzar & Susilo, 2024:60).

The impacts arising from the use of this system include the reduction of HR's role in recruitment, lack of human interaction, technology and data security risks, potential bias, employee and candidate adaptation to technology, as well as better monitoring and evaluation (Erlianti et al., 2024:41). Referring to these various aspects, the indicators of e-recruitment are cost and time efficiency, broader candidate access, improved employer branding, as well as transparent and objective processes (Puspa et al., 2025:40).

Employee Referral

Employee referral refers to applicants who apply to the company because they receive encouragement or recommendations from individuals who already work within the organization (Noor, 2024:76). This method offers various benefits, such as lower costs, faster recruitment processes, higher candidate quality, and increased employee engagement (Arifin, 2025:75). However, employee referral also has drawbacks, including the risk of recommendation subjectivity and reduced workforce diversity (Mulyeni, 2025:54).

The success of this method is influenced by several factors, namely networks and social capital, trust, cultural fit, efficiency and cost-effectiveness, and ease of adaptation (Fitrianasari,

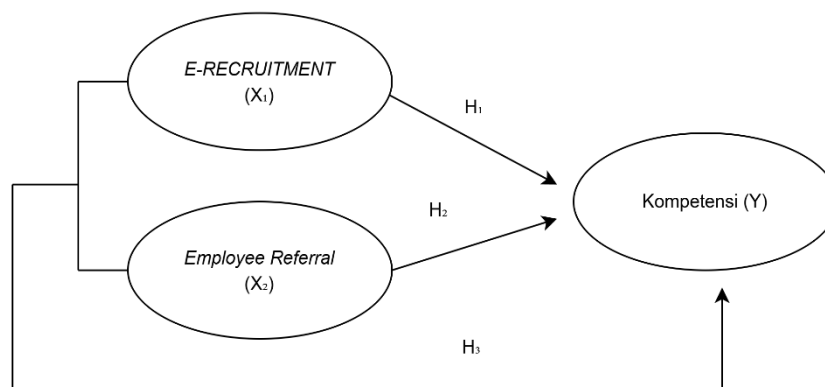
Arisyahidin, & Askafi, 2025). Based on the description above, the indicators of employee referral are faster recruitment processes, reduced cost-per-hire, improved recruitment quality, as well as reduced turnover and increased employee retention (Kustiyahningsih, Irhamni, & Suciningtyas, 2024:168).

Competence

Competence is a complete combination of the domains of knowledge, technical skills, and values that underlie the achievement of routine performance in accordance with the profession being pursued (Abdurohim et al., 2023:38). The benefits of competence according to Wulandari (Acim, 2025:26) include targeted skills development, increased productivity, consistent performance standards, increased job satisfaction, improved recruitment processes, and support for career development.

Competence itself is influenced by various factors, including the beliefs and life principles held by an individual, specific expertise, past experiences, character or personality, motivation, emotional issues, one's thinking capacity, and organizational culture (Wibowo, 2022:35-38). Meanwhile, the characteristics of competence consist of motives, traits, self-concept, knowledge, and skills (Hidayati, 2020:221). Based on the explanation above, the indicators of competence are knowledge, skills, and attitudes (Abdurohim et al., 2023:51).

Thinking Framework



Thinking Framework Image

Sugiyono (2024:95) states that a conceptual framework is an illustration of the relationship between theories and critical factors in a study, serving as a structure that outlines the relationships among variables based on theoretical foundations. This study examines the effects of e-recruitment (X₁) and employee referral (X₂) on employee competence (Y). Based on the research problem formulation, the research hypotheses are formulated as follows:

H₁: E-recruitment significantly affects the competence of production employees at PT. Andira Agro Tbk.

H₂: Employee referral significantly affects the competence of production employees at PT. Andira Agro Tbk.

H₃: E-recruitment and employee referral simultaneously affect the competence of production employees at PT. Andira Agro Tbk.

C. RESEARCH METHODS

This study was conducted at the palm oil mill of PT Andira Agro Tbk, located in Banyuasin Regency, South Sumatra. The variables are defined as follows: e-recruitment (X₁) is the utilization of digital platforms and internet networks in all stages of the recruitment process. Employee referral (X₂) is a recruitment method that utilizes recommendation networks from employees and company leaders. Employee competence (Y) refers to an individual's



fundamental ability or characteristics that include knowledge, skills, attitudes, and values that have a direct influence on performance. The population consists of 83 production employees, all of whom were designated as the sample using the total sampling technique (census). Using a quantitative approach, primary data were obtained through Likert-scale questionnaires, while secondary data were obtained from documents and literature review. Data analysis techniques include validity and reliability tests, classical assumption tests (normality, multicollinearity, heteroscedasticity), multiple linear regression, coefficient of determination (R^2), t-test, and F-test, which were processed using SPSS version 26.

D. RESULTS AND DISCUSSION

Results

Gender of Respondents

No	Gender	F	%
1.	Male	77	92,8
2.	Female	6	7,2
Total		83	100

Source: Processed Data (2026)

It can be seen that the gender distribution of the 83 respondents shows that 77 are male and 6 are female. Thus, these data indicate that the frequency distribution of respondent characteristics based on gender is dominated by the male group, with 77 respondents.

Age of Respondents

No	Age	F	%
1.	18 – 25 years	14	16,9
2.	26 – 35 years	21	25,3
3.	> 36 years	48	57,8
Total		83	100

Source: Processed Data (2026)

Based on the results above, 14 respondents (16.9%) were aged 18–25 years, 21 respondents (25.3%) were aged 26–35 years, and 48 respondents (57.8%) were aged over 36 years, which was the highest number. Thus, the majority of respondents were in the senior productive age group or over 36 years old.

Education Level of Respondents

No	Highest Education Level	F	%
1.	SMP	18	21,7
2.	SMA	54	65,1
3.	Diploma	4	4,8
4.	S1	6	7,2
5.	S2	1	1,2
6.	S3	0	0
Total		83	100

Source: Processed Data (2026)

Based on the table above, 18 respondents (21.7%) had a Junior High School (SMP) education, 54 respondents (65.1%) had a Senior High School (SMA) education, which was the highest number, 4 respondents (4.8%) had a Diploma, 6 respondents (7.2%) had a Bachelor's Degree (S1), and 1 respondent (1.2%) had a Master's Degree (S2). Thus, the highest education level of employees was dominated by Senior High School (SMA) graduates.

Length of Work Experience of Respondents

No	Length of Work	F	%
1.	< 1 years	2	2,4
2.	2 – 3 years	18	21,7
3.	4 – 5 years	15	18,1
4.	> 6 years	48	57,8
Total		83	100

Source: Processed Data (2026)

Based on the table above, 2 respondents (2.4%) had worked for less than 1 year, 18 respondents (21.7%) had worked for 2–3 years, 15 respondents (18.1%) had worked for 4–5 years, and 48 respondents (57.8%) had worked for more than 6 years, which was the highest number. Thus, the majority of respondents were senior employees with more than 6 years of work experience.

Respondent Response Data for E-Recruitment (X_1)

No	Statement	Mean	Category
1.	The digital application process is faster than coming directly to the factory.	4,27	Very High
2.	E-recruitment does not require printing costs or repeated transportation when applying through the digital system.	4,22	Very High
3.	The e-recruitment used by the company allows applicants from various regions to apply.	4,47	Very High
4.	With e-recruitment, candidates from various regions find it easier to apply for jobs compared to before.	4,34	Very High
5.	Strong digital employer branding makes me more confident to apply for a job at that company.	3,96	High
6.	E-recruitment makes the company's image more positive, making potential applicants more interested in applying.	4,12	Very High
7.	The e-recruitment system used by the company provides objective and transparent assessments.	4,43	Very High
8.	The company provides clear and transparent information during the digital recruitment process.	4,52	Very High
Overall Average		4,29	Very High

Source: Processed Data (2026)

Based on the table, the average score for e-recruitment (X_1) was 4.29 (Very High), indicating that digital recruitment is optimal, transparent, and easily accessible. The highest score of 4.52 (Very High) on item number 8 proves that information transparency is excellent. The lowest score of 3.96 (High) on item number 5 indicates that employer branding still requires a strategy to strengthen digital image. In conclusion, e-recruitment is successful in terms of transparency, but the company is advised to improve the quality of digital branding to optimize the attraction of potential talent.

Respondent Response Data for Employee Referral (X_2)

No	Statement	Mean	Category
1.	The recruitment process through the employee referral path is faster than the regular recruitment path.	4,35	Very High
2.	Employees recruited through referrals generally go through a shorter selection process compared to other paths.	4,37	Very High



3.	There is no need to pay selection costs because they enter through the referral path.	4,43	Very High
4.	The company saves recruitment costs with employee referrals.	4,13	High
5.	Employees recruited through employee referral have better competencies.	4,27	Very High
6.	Employee referral helps the company get higher quality candidates.	4,24	Very High
7.	Employees recruited through referrals tend to stay longer.	4,12	High
8.	Employees who enter through employee referral feel more comfortable and settled compared to employees from regular recruitment.	4,36	Very High
Overall Average		4,28	Very High

Source: Processed Data (2026)

Based on the results, the average score for employee referral (X_2) was 4.28 (Very High), indicating that the program runs optimally and receives positive responses. The highest score was on item number 3 with 4.43 (Very High) regarding cost efficiency of selection, signifying financial benefits and ease of recruitment. The lowest score was on item number 7 with 4.12 (High) regarding long-term loyalty, influenced by external factors, thus requiring adjustments to retention programs.

In conclusion, employee referral (X_2) is successful in terms of cost efficiency and ease of access. The company needs to optimize the work environment so that the loyalty of employees recruited through the referral pathway can be maintained.

Respondent Response Data (Competence Y)

No	Statement	Mean	Category
1.	I understand the procedure for processing Fresh Fruit Bunches (FFB) into Crude Palm Oil (CPO).	4,31	Very High
2.	I understand how to operate production machines at the palm oil mill.	4,23	Very High
3.	I know the signs of minor damage to production equipment.	4,23	Very High
4.	I am skilled at using production equipment and machinery.	4,23	Very High
5.	I am skilled at performing checks and basic maintenance on production equipment.	4,40	Very High
6.	I am skilled at carrying out production tasks according to the Standard Operating Procedures established by the company.	4,37	Very High
7.	I am responsible for the production output at my work station.	4,42	Very High
8.	I am thorough in carrying out every stage of the production process.	4,43	Very High
9.	I am willing to cooperate with teams at other production stations.	4,40	Very High
Overall Average		4,34	Very High

Source: Processed Data (2026)

Based on the table above, the grand mean of the employee competence variable (Y) was 4.34 (Very High), indicating that employee competence is already very optimal. The

highest score was on statement number 8 with 4.43 (Very High) regarding thoroughness in the production process, signifying strong work responsibility and soft skills. The lowest scores were 4.23 (Very High) on statements number 2, 3, and 4, indicating that aspects of operational knowledge, detection of machine damage, and practical skills are still the lowest and require more in-depth training. In conclusion, employee competence is already very optimal in terms of soft skills, but the company still needs to strengthen hard skills through regular training, particularly in the operation and maintenance of production machinery.

Validity Test Results for E-Recruitment (X_1)

Statement	r hitung	r tabel	Sig. (2-tailed)	Description
P.1	0,681	0,216	0,000	Valid
P.2	0,708	0,216	0,000	Valid
P.3	0,471	0,216	0,000	Valid
P.4	0,535	0,216	0,000	Valid
P.5	0,648	0,216	0,000	Valid
P.6	0,678	0,216	0,000	Valid
P.7	0,477	0,216	0,000	Valid
P.8	0,478	0,216	0,000	Valid

Source: Processed Data (2026)

Validity Test Results for Employee Referral (X_2)

Statement	r hitung	r tabel	Sig. (2-tailed)	Description
P.1	0,581	0,216	0,000	Valid
P.2	0,768	0,216	0,000	Valid
P.3	0,536	0,216	0,000	Valid
P.4	0,510	0,216	0,000	Valid
P.5	0,732	0,216	0,000	Valid
P.6	0,755	0,216	0,000	Valid
P.7	0,338	0,216	0,002	Valid
P.8	0,755	0,216	0,000	Valid

Source: Processed Data (2026)

Validity Test Results for Competence (Y)

Statement	r hitung	r tabel	Sig. (2-tailed)	Description
P.1	0,668	0,216	0,000	Valid
P.2	0,778	0,216	0,000	Valid
P.3	0,850	0,216	0,000	Valid
P.4	0,884	0,216	0,000	Valid
P.5	0,812	0,216	0,000	Valid
P.6	0,808	0,216	0,000	Valid
P.7	0,789	0,216	0,002	Valid
P.8	0,761	0,216	0,000	Valid
P.9	0,645	0,216	0,000	Valid

Source: Processed Data (2026)

The validity test results show that all statement items for the variables of e-recruitment (X_1), employee referral (X_2), and competence (Y) are declared valid. This is evidenced by the



r-count value > r-table (0.216) and the significance value (Sig. 2-tailed) < 0.05. Thus, all research instruments have met the validity requirements and are feasible to use.

Reliability Test Results

Variable	Cronbach's Alpha	Std Reliabilitas	Description
<i>E-Recruitment (X₁)</i>	0,734	0,60	Reliable
<i>Employee Referral (X₂)</i>	0,786	0,60	Reliable
Competence (Y)	0,918	0,60	Reliable

Source: Processed Data (2026)

Based on the reliability test results, all variables in this study are declared reliable. A questionnaire is said to be reliable if the Cronbach's Alpha value is > 0.60. The results show that the Cronbach's Alpha value for the e-recruitment variable (X₁) is 0.734, for employee referral (X₂) is 0.786, and for competence (Y) is 0.918. Since all variables have values above 0.60, all statements are reliable.

Normality Test Results

Variable	Unstandardized Residual	Alpha	Description
Asymp. Sig (2-tailed)			
<i>E-Recruitment (X₁) dan Employee Referral (X₂) terhadap Competence (Y)</i>	0,200	0,05	normally distributed

Source: Processed Data (2026)

The normality test results show an Asymp. Sig. (2-tailed) value of 0.200. Since this value is greater than 0.05 (0.200 > 0.05), the regression model of the e-recruitment (X₁) and employee referral (X₂) variables on competence (Y) is declared to be normally distributed.

Multicollinearity Test Results

Variable	Colinearity Statistics		Std Tolerance	Std VIF	Description
	Tolerance	VIF			
<i>E-Recruitment (X₁)</i>	0,772	1,295	0,10	10	Free from multicollinearity
<i>Employee Referral (X₂)</i>	0,772	1,295	0,10	10	Free from multicollinearity

Source: Processed Data (2026)

The multicollinearity test results show that the e-recruitment variable (X₁) has a Tolerance value of 0.772 and a VIF of 1.295, while the employee referral variable (X₂) also has a Tolerance value of 0.772 and a VIF of 1.295. Since the Tolerance values of both variables are > 0.1 and the VIF values are < 10, it can be stated that the regression model is free from multicollinearity symptoms.

Heteroscedasticity Test Results

Variabel	Sig.	Alpha	Keterangan
<i>E-Recruitment (X₁)</i>	0,964	0,05	No heteroscedasticity
<i>Employee Referral (X₂)</i>	0,054	0,05	No heteroscedasticity

Source: Processed Data (2026)

Based on the heteroscedasticity test results, the significance value for the e-recruitment variable (X_1) is 0.964 and for the employee referral variable (X_2) is 0.054. Since both values are > 0.05 , it is concluded that there is no heteroscedasticity in the regression model.

Multiple Linear Regression Analysis Results

Variable	Unstandardized Coefficients	
	B	Std Error
(constant)	12,487	4,428
E-Recruitment (X_1)	-0,275	0,129
Employee Referral (X_2)	1,046	0,121

Source: Processed Data (2026)

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 12,487 - 0,275 X_1 + 1,046 X_2$$

The regression equation can be explained as follows:

- The constant value of 12.487 indicates that if X_1 and X_2 are zero, then Y has already been formed at 12.487 units.
- The coefficient of X_1 is -0.275, meaning that every one-unit increase in X_1 will decrease Y by 0.275 units.
- The coefficient of X_2 is 1.046, meaning that every one-unit increase in X_2 will increase Y by 1.046 units, and this variable has the most dominant influence.

Thus, the rise and fall of Y collectively are determined by variations in X_1 and X_2 .

Coefficient of Determination (R^2) Analysis Results

Variable	R	R Square	Adjusted R Square	Std Error of the Estimate	Change Statistics Sig. F Change	Alpha
E-Recruitment (X_1)						
Employee Referral (X_2)	0,706	0,498	0,486	3,589	0,000	0,05
On Competence (Y)						

Source: Processed Data (2026)

Based on the table above, the R Square value of 0.498 indicates that the simultaneous contribution of e-recruitment (X_1) and employee referral (X_2) to employee competence (Y) is 49.8%, while the Adjusted R Square value of 0.486 indicates a contribution after adjustment of 48.6%. The remaining 50.2% (R Square) and 51.4% (Adjusted R Square) are explained by other factors outside the model, such as job training, organizational culture, and internal motivation.

Partial t-Test Results

Variable	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Alpha
	B	Std Error	Beta			
(constant)	12,487	4,428		2,820	0,006	
E-Recruitment (X_1)	-0,275	0,129	-0,192	-2,128	0,036	0,05
Employee Referral (X_2)	1,046	0,121	0,777	8,620	0,000	

Source: Processed Data (2026)

Based on the table, the partial t-test results show a significance value for the e-recruitment variable (X_1) of $0.036 < 0.05$ with a t-count of -2.128, which means that partially,



e-recruitment has a negative and significant effect on employee competence (Y). The significance value for the employee referral variable (X_2) is $0.000 < 0.05$ with a t-count of 8.620, which means that partially, employee referral has a positive and significant effect on employee competence (Y).

Simultaneous F-Test Results

Variable		Sum of Squares	Df	Mean Square	F	Sig	Alpha
<i>E-Recruitment</i> (X_1)	Regression	1023,269	2	511,634	39,712	0,000	0,05
<i>Employee Referral</i> (X_2)	Residual	1030,683	80	12,884			
On Competence (Y)	Total	2053, 952	82				

Source: Processed Data (2026)

Based on the F-test results, the F-count value is 39.712 with a significance of $0.000 < 0.05$, so H_0 is rejected and H_a is accepted. This means that simultaneously, e-recruitment (X_1) and employee referral (X_2) have a significant effect on employee competence (Y).

Discussion

The Effect of E-Recruitment (X_1) on Competence (Y)

In this study, the test results of the effect of e-recruitment on employee competence showed a t-value of -2.128 with a significance of $0.036 < 0.05$, indicating that e-recruitment partially has a negative and significant effect on employee competence. The regression coefficient value of -0.275 means that every one-unit increase in e-recruitment will decrease employee competence by 0.275 units, indicating that the higher the reliance on digital recruitment without further screening, the lower the quality of employees' practical competence. Theoretically, Rahadi and Farid (2021:56) state that e-recruitment is a web-based technology for all stages of recruitment. However, at the research location, there was an information imbalance due to the flood of online applications without physical verification or factual competency tests, so that digital administrative selection has limitations in representing psychomotor and physical abilities. This finding is in line with Suhardi (2025) and Prasetyawati and Supriatin (2025), whose research found a negative and significant direction of relationship in e-recruitment. This negative figure confirms that digital recruitment systems do not always have a positive impact, and also supports Anjeli, Aliya, and Raymond (2025), who confirmed that e-recruitment has a significant effect on the quality of employee selection.

The Effect of Employee Referral (X_2) on Competence (Y)

In this study, the test results of the effect of employee referral on employee competence showed a t-value of 8.620 with a significance of $0.000 < 0.05$, indicating that employee referral partially has a positive and significant effect on employee competence. The regression coefficient value of 1.046 means that every one-unit increase in employee referral will increase employee competence by 1.046 units, making this internal referral method the most dominant stimulant. Theoretically, Kasmir (2016:98) states that employee referral is a workforce recruitment technique that optimizes acquaintance networks. Active employees of PT Andira Agro Tbk act as initial filters based on reputation and trust, understand the characteristics of palm oil mill work, thereby recommending competent candidates and accelerating technical adaptation. This result supports Hamza (2022) and Fitrianasari, Arisyahidin, and Askafi (2026) that employee referral is effective in minimizing adaptation constraints. The difference is that this study proves that internal recommendation programs have a direct impact on improving candidate competence in the field.

The Effect of E-Recruitment (X_1) and Employee Referral (X_2) on Employee Competence (Y)

Based on the F-test results, a significance of $0.000 < 0.05$ and an R Square value of 0.498 were obtained. This proves that simultaneously, e-recruitment and employee referral

have a significant effect on the competence of employees at PT Andira Agro Tbk with a contribution of 49.8%, while the remaining 50.2% is explained by other factors such as job training, organizational culture, and motivation. Theoretically, this finding is in line with Wibowo (2016:271) that competence is the ability to carry out work based on knowledge, skills, and work attitudes. Although partially the two recruitment methods are contradictory, simultaneously both are a unified and crucial managerial instrument. E-recruitment cannot be eliminated because it is important for administrative standardization, but it must be combined with employee referral to capture the physical and mental suitability of field workers in order to create a better hybrid selection system.

This finding is in line with studies by Munandar (2023) and Agustin, Arafat, and Darmawati (2022), which state that recruitment has a significant effect on employee performance and productivity. The fundamental difference with the research by Hidayat and Khomasan (2022) on similar industry objects (palm oil mills) lies in the position of the competence variable. Previous research positioned competence as an independent variable that affects employee performance, whereas this study fills the gap by placing competence as the dependent variable (Y) and proves that the competence of palm oil mill workers is formed from the outset by the combination of e-recruitment (X_1) and employee referral (X_2).

E. CONCLUSION AND SUGGESTIONS

Conclusion

Based on the results of the research and discussion regarding the effect of e-recruitment (X_1) and employee referral (X_2) on the competence of production employees (Y) at PT Andira Agro Tbk Banyuasin, several conclusions are drawn as follows:

1. Partially, the e-recruitment variable (X_1) has a negative and significant effect on employee competence (Y) with a significance value of $0.036 < 0.05$ and a negative regression coefficient value of -0.275. This indicates that the higher the reliance on digital recruitment systems without strict physical screening, the greater the tendency for a decline in the competency standards of new employees in the operational area of the palm oil mill (PKS).
2. Partially, the employee referral variable (X_2) has a positive and significant effect on employee competence (Y) with a significance value of $0.000 < 0.05$, a positive regression coefficient value of 1.046, and a t-value of 8.620. The employee referral variable is proven to be the most dominant recruitment method in determining both the technical competence and work attitudes of production employees.
3. Simultaneously, the e-recruitment (X_1) and employee referral (X_2) variables have a significant effect on employee competence (Y) with an F-test value of $0.000 < 0.05$ and an R Square of 0.498, meaning that the combined contribution of both recruitment methods is 49.8%, while the remaining 50.2% is explained by other factors such as job training, organizational culture, and internal motivation.

Suggestions

Based on the conclusions above, the author formulates several suggestions that are expected to be beneficial for the company:

1. It is recommended to prioritize employee referral as the main pillar for procuring production workers because it has been proven to have a positive and dominant effect on employee competence (coefficient of 1.046). Although e-recruitment has a negative effect (coefficient of -0.275), this method should still be maintained as an instrument for standardization and initial administrative efficiency.
2. To optimize e-recruitment, which excels in transparency (mean 4.52), the company is advised to strengthen digital employer branding, which is still low (mean 3.96), and to combine digital selection with conventional physical evaluations or direct technical interviews at the factory.
3. Although employee referral is dominant ($b = 1.046$) with an average of 4.28 and cost advantage (mean 4.43), employee retention rates are still low (mean 4.12). The company is advised to provide incentives for referrers, arrange special orientations, clarify career



paths, limit quotas, and require referred candidates to undergo formal tests as rigorous as those for the general pathway.

4. Technical competence and work attitudes are already good, especially thoroughness (mean 4.43) and responsibility (mean 4.42). To improve the lowest technical knowledge and skills (mean 4.23), the company is advised to facilitate operational training and production machine maintenance.
5. Management is advised to implement a hybrid recruitment system with an internal referral column in the e-recruitment form. This step is so that the company can take advantage of the reach of digital technology (mean 4.47) while simultaneously screening candidates with high work readiness from internal recommendations. By combining both methods, which contribute 49.8%, the company can obtain workers with balanced competency standards for the long-term productivity of the factory.

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