












The Influence Of Job Advertisement Information Completeness And The Quality Of The Selection Process On The Initial Performance Of Retail Employees In Bandar Lampung

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Abstract

This study aims to examine and analyze the influence of job advertisement information completeness and the quality of the selection process on the initial performance of new employees in the retail sector in Bandar Lampung. Specifically, the research seeks to identify the extent to which comprehensive job advertisements affect early employee performance and to assess how the quality of the selection process contributes to that performance. A quantitative approach was employed to investigate the impact of information completeness in job advertisements and the quality of the selection process. Data were collected and analyzed using Structural Equation Modeling with Partial Least Squares (SEM-PLS). The findings reveal that both the completeness of job advertisement information and the quality of the selection process have a positive and significant effect on the early performance of employees. Detailed and clear job postings help candidates better understand their roles and responsibilities, while a well-structured selection process allows organizations to recruit individuals who are best suited for the position. These results underscore the importance of informative recruitment practices and rigorous selection procedures in enhancing new employee performance. Limitations: This research is limited to the retail sector in Bandar Lampung, which may restrict the generalizability of the findings. The cross-sectional design prevents the analysis of long-term impacts, and performance assessments were based on subjective measures. Moreover, other potentially influential variables were not included in the current model. This study contributes to the development of human resource management theory, particularly in the areas of recruitment and employee selection. It enriches the understanding of how the completeness of job information in vacancy advertisements and the quality of the selection process can significantly influence the initial performance of new hires. This research highlights the often-overlooked combined effect of job advertisement clarity and selection process quality on early-stage employee performance in the retail industry, offering practical insights for improving recruitment strategies.

Keywords

Job Information, Job Vacancy, Selection Quality, Early Employee Performance, Retail, Bandar Lampung, SEM-PLS.



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1. Introduction

The retail sector in Indonesia particularly in growing cities such as Bandar Lampung plays a crucial role in economic growth and employment absorption. Intense competition in this industry demands that retail companies build a workforce that is both qualified and productive from the very beginning of employment. As such, the effectiveness of recruitment and selection processes becomes a fundamental pillar in forming competent and high-performing teams (Cascio & Boudreau, 2016).

One of the most critical early stages in the recruitment cycle is the delivery of job-related information through job advertisements. These advertisements are not only tools for attracting potential candidates but also serve as initial sources of information about the roles, responsibilities, and qualifications required (Barber, 1998). The completeness of information provided in job advertisements is believed to significantly influence the quality of applicants attracted (Rynes et al., 1991), while also helping to set more realistic expectations for candidates regarding the positions they are applying for (Wanous, 1977).

Furthermore, the quality of a company's selection process has a significant impact on identifying and choosing candidates who best fit the organization's needs (Gatewood et al., 2016). An effective selection process one that is valid, reliable, and offers a positive candidate experience contributes to the hiring of individuals who not only possess the necessary skills and knowledge but also demonstrate strong potential to adapt and perform well from their earliest days on the job (Anderson et al., 2010).

The initial performance of new employees serves as a vital indicator of the success of recruitment and selection efforts. Employees who can quickly adapt, exhibit strong early productivity, and align with the company's culture from the outset are more likely to contribute positively to organizational goals (Allen et al., 2003). Febrianty & Muhammad (2023) emphasize that effective human resource management for Generation Z requires a technology-based, flexible, and adaptive approach. Gen Z values digital learning, real-time feedback, work-life balance, and clear career pathways. Organizations that adopt digital HR practices are more likely to attract, engage, and retain Gen Z talent, ultimately driving innovation and organizational growth.

Conversely, poor early performance among new hires can result in additional costs, such as retraining, lowered team morale, and higher turnover risk. While previous studies have explored the influence of recruitment and selection on employee performance, few have specifically examined the impact of job information completeness in vacancy advertisements and the quality of the selection process on new hire performance especially within the context of the retail industry in regions like Bandar Lampung.

Given the unique characteristics of the local labor market and the competitive dynamics of the retail sector in Bandar Lampung, gaining deeper insight into these factors is essential for HR practitioners and decision-makers in retail companies. Therefore, this study aims to analyze the influence of job advertisement information completeness and selection process quality on the early performance of new employees in retail companies operating in Bandar Lampung. This research is expected to identify the most effective recruitment and selection practices for ensuring early employee productivity and offer practical implications for improving the efficiency and effectiveness of talent acquisition in the retail industry.

2. Literature review and hypothesis/es development

2.1.1. Job Advertisement Information Completeness (Independent Variable/X1)

The completeness of information in job advertisements refers to the extent to which job postings convey comprehensive details regarding job responsibilities, required qualifications, compensation and benefits, work location, and application procedures. This aligns with the concept of the Realistic Job Preview (RJP), which, according to Earnest, Allen, & Landis (2011), is highly effective in shaping realistic expectations among applicants and enhancing their perception of organizational transparency ultimately contributing to reduced early-stage turnover. Putu Susanto & Hartika (2016) also emphasize that proper implementation of RJP can increase job satisfaction, commitment, and early performance. In the retail sector, clarity in job advertisements facilitates faster employee adaptation and boosts initial performance (Widjaja, Wijayadne, & Michael, 2024).

2.1.2 Quality of the Selection Process (Independent Variable/X2)

The quality of the selection process refers to the systematic and objective implementation of recruitment methods, using valid tools and involving both HR personnel and direct supervisors. Schmidt and Hunter (1998) found that structured selection methods provide the most accurate predictions of employee performance across industries. Widjaja et al. (2024) also demonstrated that high-quality selection processes significantly contribute to improved early performance in Indonesia's retail work systems. Similarly, Ekwoaba, Ikeje, & Ufoma (2015) reported a positive correlation between competency-based selection and organizational performance in the Nigerian banking sector.

2.1.3 Early Employee Performance (Dependent Variable/Y)

Early employee performance refers to job performance observed within the first 3 to 6 months of employment, including aspects such as productivity, compliance with standard operating procedures (SOPs), initiative, and adaptability. The Job Characteristics Theory by Hackman & Oldham (1976) posits that when jobs are clearly structured and provide direct feedback, early performance tends to improve. Humphrey, Nahrgang, & Morgeson (2007) further support this by highlighting that job design elements such as autonomy and task significance enhance motivation and early-stage performance. Schmidt & Hunter also emphasize that cognitive ability and personality traits particularly conscientiousness account for a substantial portion of early performance variation.

2.2 Research Framework

The main model of this study positions job advertisement information completeness (X1) and selection process quality (X2) as independent variables, and early employee performance as the dependent variable (Y), as illustrated in Figure 1.

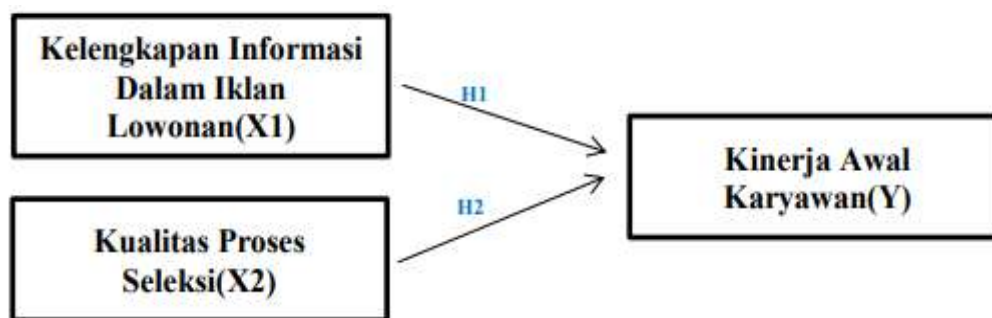


Figure 1. Framework

2.3 Research Hypotheses

A hypothesis is a preliminary assumption or proposition that must be tested through data or evidence collected during the research process. It serves as a guide for researchers in exploring and obtaining the desired information (Dantes, 2012).

Hypotheses:

H1: The completeness of information in job advertisements has a positive effect on the early performance of retail employees

H2: The quality of the selection process has a positive effect on the early performance of retail employees.

3. Methodology

The Influence of Job Advertisement Information and Selection Quality on the Performance of Retail Employees in Bandar Lampung

This study aims to analyze the influence of job advertisement information and selection quality on the performance of retail employees in Bandar Lampung. A quantitative approach will be employed to test the proposed hypotheses. The sampling technique will utilize purposive sampling or stratified random sampling where applicable, based on specific criteria such as minimum length of employment (e.g., six months or more) to ensure that respondents have sufficient experience for their performance to be meaningfully assessed.

Sampling Criteria:

Length of employment: Less than 6 months, 1 to 2 years

Currently residing in Bandar Lampung

3.1 Operational Definition of Variables

An operational definition refers to a definition expressed in terms of specific criteria for testing or measurement (Blumberg et al., 2014). The operationalization and measurement of the variables used in this study are presented in Table 1.

Table 1. Operational Research Variables

No	Variables	Indicator	Source
1.	Completeness of information in job advertisements	1. Clear job description 2. Clear qualifications and requirements 3. Compensation and benefits information 4. Work location 5. Communication channels or application process	University of Washington Human Resources Job posting components
2	Quality of the selection process	1. Systematic selection procedures 2. Suitability of selection methods to the position 3. Transparency of the selection process 4. Efficient selection time 5. HR and manager involvement	Elements of Performance: Job Postings CO- by US Chamber of Commerce
3	Employee initial performance	1. Initial productivity 2. Compliance with SOPs 3. Work initiatives 4. Adaptation to work culture	Key Items to Include in Job Postings Recruiting.com

3.2 Analytical Tools

Multiple Linear Regression or Path Analysis

This study employs the Structural Equation Modeling (SEM) method, a multivariate analysis technique that combines aspects of factor analysis and multiple regression. SEM allows researchers to examine a series of interrelated dependency relationships between measured variables and latent constructs, as well as among multiple latent constructs (Hair et al., 2019).

The measurement model (outer model) illustrates the relationship between indicator blocks and latent variables (Abdillah & Hartono, 2015). Construct validity and instrument reliability are tested using this measurement model. Validity testing is conducted to assess whether the research instrument accurately measures what it is intended to measure (Abdillah & Hartono, 2015). Reliability testing is used to evaluate whether the instrument consistently measures a concept or whether respondents are consistent in answering the questionnaire items or research instruments.

4. Results and discussion

4.1 Respondent Characteristics

Respondent Demographic Characteristics

Information regarding the respondents' demographic characteristics can be found in Table 5 below:

Table 2. Demographic Characteristics of Research Respondents

Description	Category	Frequency	Percentage
Gender	Male	32	32%
	Female	68	68%
Age	<20 Years	46	46%
	20-25 Years	51	51%
	25-30 Years	3	3%
Length of work	<6 Month	52	52%
	6 Month – 12 Month	20	20%
	>1 Years	28	28%

Source: Data Processed, 2025

The characteristics of the respondents in this study include gender, age, and length of employment. In terms of gender, the majority of respondents were female, with a total of 68 individuals (68%), while male respondents accounted for 32 individuals (32%). With regard to age, most respondents were within the 20–25 age group, totaling 51 individuals (51%), followed by those under the age of 20, accounting for 46 individuals (46%). Only 3 respondents (3%) were in the 25–30 age range. In terms of length of employment, the majority had been working for less than 6 months, amounting to 52 respondents (52%). Meanwhile, 20 respondents (20%) had been employed for 6 to 12 months, and 28 respondents (28%) had more than one year of work experience. These findings suggest that the majority of participants were young and relatively new to the workforce, making them relevant subjects for exploring early perceptions of the recruitment and selection processes they experienced.

Discriminant Validity

Outer loadings are part of the measurement model used to assess both validity and reliability. Using the algorithmic literacy approach and measurement parameters such as convergent validity, composite reliability, and Cronbach's alpha, as proposed by Abdillah and Hartono (2015), the results can be observed in Table 3 below:

Table 3. Discriminant Validity Values (Outer Loadings)

ITEM	Completeness of information in job advertisements (X1)	Initial employee performance (Y)	Quality of selection process (X2)
K14	0.770		
KI1	0.733		
KI2	0.811		
KI5	0.835		
KI6	0.758		
KK1		0.895	
KK2		0.878	
KK3		0.888	
KK4		0.821	
KK5		0.888	
KK6		0.770	
KP1			0.832
KP2			0.851
KP3			0.853
KP4			0.755
KP5			0.778
KP6			0.811

Source: Smart PLS 3.0, 2025

Indicator Validity Analysis

Based on the results of the indicator validity analysis for each construct in this study, all items within each variable demonstrated factor loading values above 0.70 an ideal minimum threshold indicating that the indicators make a strong contribution to representing their respective constructs.

For the variable Job Advertisement Information Completeness (X1), five indicators (K14, KI1, KI2, KI5, and KI6) showed loading values ranging from 0.733 to 0.835. This indicates that all of these items have good indicator validity and consistently reflect the intended construct.

For the Early Employee Performance variable (Y), six indicators (KK1 to KK6) showed loading values ranging from 0.770 to 0.895. The highest loading was found in KK1 (0.895), while the lowest was in KK6 (0.770), both of which fall within the acceptable range indicating adequate contribution to the construct.

Similarly, the Selection Process Quality variable (X2) also comprised six indicators (KP1 to KP6), with loading values between 0.755 and 0.853. This demonstrates that these indicators also validly and reliably represent their underlying construct.

Thus, it can be concluded that all indicators in the model meet the criteria for convergent validity, as their loading values exceed 0.70. This signifies that each indicator is strongly correlated with the construct it represents, making them suitable for measurement in the structural model.

Convergent Validity

Convergent validity refers to the degree of correlation among indicators or measures of a construct. To assess convergent validity in this study, the Average Variance Extracted (AVE) is used as an indicator of the extent to which a construct explains the variance of its indicators. The AVE values for each variable in this study are presented in Table 4 below:

Table 4. Average Variance Extracted (AVE) Values

Variable	Average Variance Extracted (AVE)
Completeness of information in job advertisements (X1)	0.612
Employee initial performance (Y)	0.736
Quality of the selection process (X2)	0.663

Source: Smart PLS 3.0, 2025

Convergent Validity Analysis

Based on the results of the convergent validity analysis presented in Table 2, the Average Variance Extracted (AVE) was used to assess the extent to which the indicators of each construct consistently explain the variance of that construct. In general, an AVE value greater than 0.50 is considered adequate, indicating that more than half of the variance in the indicators is explained by the construct being measured.

In this study, all constructs demonstrated AVE values exceeding the minimum threshold:

Job Advertisement Information Completeness: 0.612

Selection Process Quality: 0.663

Early Employee Performance: 0.736

These values indicate that each set of indicators sufficiently represents its respective construct. Therefore, it can be concluded that the measurement instruments used in this study exhibit strong convergent validity.

Reliability Testing of Variables

Reliability refers to the extent to which a measurement instrument produces consistent, precise, and accurate data during the measurement process (Abdillah & Hartono, 2015). The results of the construct reliability testing are presented in Table 5 below:

Table 5. Cronbach Alpha and Composite Reliability Values

Variable	Cronbach's Alpha	Composite Reliability	Information
Completeness of information in job advertisements (X1)	0.842	0.849	Reliable
Employee initial performance (Y)	0.928	0.935	Reliable
Quality of the selection process (X2)	0.898	0.904	Reliable

Source: Smart PLS 3.0, 2025

Reliability Analysis

Based on Table 4, this study employs the Structural Equation Modeling (SEM) approach using the SmartPLS software to test the proposed conceptual model. The evaluation was conducted through the outer model assessment to determine the validity and reliability of the constructs used in the study. The analysis results indicate that all variables Job Advertisement Information Completeness (X1), Early Employee Performance (Y), and Selection Process Quality (X2) exhibited strong reliability. This is demonstrated by the Cronbach's Alpha and Composite Reliability values for each construct, all of which exceeded the minimum threshold of 0.70.

Specifically:

Job Advertisement Information Completeness recorded a Cronbach's Alpha of 0.842 and a Composite Reliability of 0.849.

Early Employee Performance demonstrated very high reliability, with a Cronbach's Alpha of 0.928 and a Composite Reliability of 0.935.

Selection Process Quality had a Cronbach's Alpha of 0.898 and a Composite Reliability of 0.904.

These findings confirm that all constructs in this study possess strong internal consistency reliability and are therefore appropriate for further analysis within the structural model.

4.2 Data Analysis Results

The analytical tool used in this study is Structural Equation Modeling (SEM) with the assistance of SmartPLS version 3.0 software. Partial Least Squares (PLS) is an alternative SEM approach that shifts from a covariance-based to a variance-based perspective. While covariance-based SEM is typically used for testing established theories or causality, PLS is more predictive in nature. Therefore, PLS-SEM is suitable for research that does not rely on a strong theoretical foundation, is tolerant of several statistical assumptions, and enables model evaluation through prediction-oriented parameters such as the coefficient of determination (R^2).

Structural Model Testing (Inner Model)

In this study, the relationships between each indicator and its respective construct showed very strong correlations, as reflected in outer loading values exceeding 0.70. These results indicate that each indicator effectively reflects the construct it is intended to measure. Therefore, the measurement model used in this study can be classified as a reflective model.

R-Square Analysis

The R-Square (R^2) values in this study indicate the level of variance in the dependent variable that can be explained by the independent variables. The R^2 values are presented in Table 6 below:

Table 6. R-Square Values

Variable	R Square	R Square Adjusted
Employee Initial Performance	0.712	0.706

Source: Smart PLS 3.0, 2025

R-Square Analysis

Based on the analysis results presented in the table, the R-Square (R^2) value for the Early Employee Performance variable is 0.712, indicating that 71.2% of the variance in early employee performance can be explained by the independent variables in the model. Meanwhile, the Adjusted R-Square value is 0.706, which accounts for the number of predictors in the model and provides a more conservative estimate of the model's predictive power. This value falls into the strong category, suggesting that the model demonstrates good predictive capability in explaining variations in early employee performance based on the constructs used in this study.

Structural Model Diagram

The structural model diagram illustrates the results of the hypothesis testing and the relationships between the variables examined in this study.

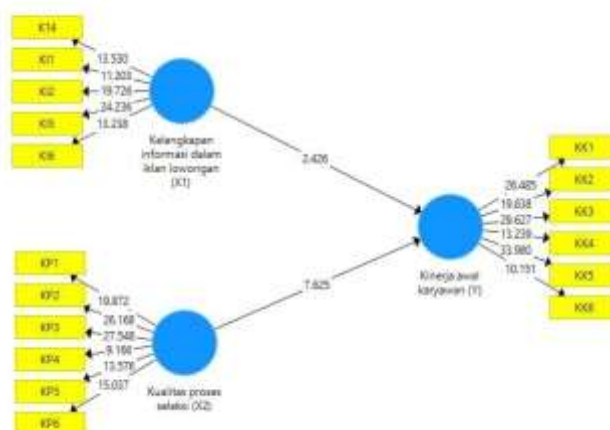


Figure 2. Structural Model

Structural Model Analysis

This structural model examines the influence of job advertisement information completeness (X1) and selection process quality (X2) on the early performance of retail employees (Y) in Bandar Lampung.

Job Advertisement Information Completeness (X1) → Employee Performance (Y):

A positive and statistically significant relationship was found between the completeness of job advertisement information and early employee performance, with a path coefficient of 2.426. This suggests that more detailed and comprehensive information in job postings helps new employees perform better in the early stages of their employment.

Selection Process Quality (X2) → Employee Performance (Y):

The relationship here is even stronger and highly significant, with a path coefficient of 7.625. This indicates that the quality of the selection process has a much greater impact on early employee performance than the completeness of job advertisement information.

Hypothesis Testing

In this study, statistical analysis was conducted using the Partial Least Squares (PLS) approach, where the relationships between variables were tested through simulation. Hypothesis testing was performed using the bootstrapping method within the SmartPLS software.

Bootstrapping is used to address issues related to non-normal data distribution by resampling the available dataset. This technique enhances the accuracy and representativeness of the results, making them more reflective of the actual population (Hair et al., 2010). Additionally, bootstrapping contributes to the stability of the data being analyzed, thereby supporting more reliable and robust hypothesis testing outcomes.

After the bootstrapping process was completed, the total effects were calculated to evaluate the significance levels of the relationships among the variables. The significance of each effect was assessed using the t-statistic, where a t-value greater than 1.64 is considered significant for a one-tailed test (Hair et al., 2010). The complete results of the total effects after bootstrapping are presented in Table 7 below:

Table 7. Path Analysis

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>	results
X1 -> Y	0.200	0.200	0.078	2.582	0.010	Supported
X2 -> Y	0.679	0.682	0.077	8.828	0.000	Supported

Source: Smart PLS 3.0, 2025

Based on the results of the path analysis (path coefficient), hypothesis testing was conducted by comparing the t-statistic value to the critical value of 1.64 in a one-tailed test at a 5% significance level. A relationship is considered statistically significant if the t-statistic exceeds 1.64 and the p-value is less than 0.05. The following are the interpretations of the hypothesis testing results:

H1: The Completeness of Job Advertisement Information (X1) Positively Affects Early Employee Performance (Y).

The results show a t-statistic of 2.582 and a p-value of 0.010 (< 0.05), indicating that the relationship is statistically significant. The path coefficient of 0.200 suggests that the more comprehensive the information provided in the job advertisement, the better the early performance of newly hired employees. Therefore, hypothesis H1 is accepted.

H2: The Quality of the Selection Process (X2) Positively Affects Early Employee Performance (Y).

The t-statistic of 8.828 and a p-value of 0.000 indicate a highly significant relationship. With a path coefficient of 0.679, it can be concluded that the quality of the selection process has a strong influence on improving employees' early performance. Thus, hypothesis H2 is accepted.

4.3 Discussion

The Influence of Job Advertisement Information Completeness on Early Employee Performance

The study's findings indicate that the completeness of job advertisement information significantly affects early employee performance, as reflected by a path coefficient of $\beta = 0.200$, $t = 2.582$, and $p = 0.010$. Although the coefficient is smaller compared to other variables, the results suggest that the more detailed the information provided in a job posting such as job descriptions, qualifications, compensation, location, and application procedures the better prospective employees can understand the job expectations and demands from the outset. This initial understanding facilitates a smoother onboarding process, allowing new hires to adapt quickly and perform their duties more effectively.

These findings are consistent with the Realistic Job Preview (RJP) theory proposed by Wanous (1973), which emphasizes that providing clear job information during the recruitment stage can help align expectations with actual job realities, ultimately having a positive impact on early job performance.

The Influence of Selection Process Quality on Early Employee Performance

The study also found that the quality of the selection process has a very strong and statistically significant impact on early employee performance, with a path coefficient of $\beta = 0.679$, $t = 8.828$, and $p = 0.000$. This high coefficient indicates that systematic selection procedures, appropriate methods, transparency, time efficiency, and the involvement of HR personnel and managers all play a crucial role in ensuring that new hires possess the necessary competencies and job readiness.

A high-quality selection process is not only capable of assessing technical skills but also evaluating a candidate's compatibility with the organization's work culture, thereby reducing the risk of hiring mismatches. This finding is aligned with prior research by Highhouse et al. (1999) and Taylor & Bergmann (1987), which demonstrates that an effective selection process directly contributes to appropriate employee placement and results in optimal performance from the very beginning of employment.

Statistical Testing Using Partial Least Squares (PLS) Approach

In this study, the relationships between variables in the model were tested using the Partial Least Squares (PLS) approach through a simulation process. Hypothesis testing was carried out using the bootstrapping method via the SmartPLS software. This technique was applied to address issues related to non-normal data distribution by repeatedly resampling from the existing data set. As a result, the generated outcomes are expected to more accurately reflect the actual population (Hair et al., 2010).

Additionally, the bootstrapping method enhances data stability, contributing to more reliable and accurate hypothesis testing results.

After the bootstrapping process, the total effect values were obtained to evaluate the significance of the relationships among the variables. The assessment of significance was based on the t-statistic value, where in a one-tailed test, the t-value must exceed 1.64 to be considered statistically significant (Hair et al., 2010). The complete results of the total effect after bootstrapping are presented in Table 8 below.

Table 8. Path Analysis

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics ((O/STDEV))</i>	<i>P Values</i>	<i>results</i>
X1 -> Y	0.200	0.200	0.078	2.582	0.010	Supported
X2 -> Y	0.679	0.682	0.077	8.828	0.000	Supported

Source: Smart PLS 3.0, 2025

Based on the results of the path analysis (path coefficient), hypothesis testing was conducted by comparing the t-statistic value with the critical t-table value of 1.64, using a one-tailed test at a 5% significance level. A relationship is considered statistically significant when the t-statistic exceeds 1.64 and the p-value is below 0.05. The interpretations of the tested hypotheses are as follows:

H1: The Completeness of Job Advertisement Information (X1) Has a Positive Effect on Early Employee Performance (Y).

The analysis shows a t-statistic of 2.582 and a p-value of 0.010 (< 0.05), indicating that the relationship is statistically significant. The path coefficient of 0.200 suggests that the more comprehensive the information provided in the job advertisement, the better the early performance of newly hired employees. Therefore, hypothesis H1 is accepted.

H2: The Quality of the Selection Process (X2) Has a Positive Effect on Early Employee Performance (Y).

With a t-statistic of 8.828 and a p-value of 0.000, the result demonstrates a highly significant relationship. The path coefficient of 0.679 indicates that the quality of the selection process has a strong and positive influence on improving early employee performance. Thus, hypothesis H2 is supported.

The Influence of Job Advertisement Information Completeness on Early Employee Performance

The findings indicate that the completeness of information in job advertisements has a significant impact on early employee performance, with a path coefficient of $\beta = 0.200$, $t = 2.582$, and $p = 0.010$. Although this coefficient is not as high as that of other variables, the results highlight that when job advertisements include detailed information such as job descriptions, required qualifications, compensation, job location, and application procedures candidates are more likely to understand job expectations and responsibilities from the outset.

This early understanding helps new employees adapt more quickly and perform productively from the start. The findings are aligned with the Realistic Job Preview (RJP) theory proposed by Wanous (1973), which emphasizes that providing clear and realistic job information during recruitment enhances the alignment between expectations and actual job experiences, ultimately leading to improved early performance.

The Influence of Selection Process Quality on Early Employee Performance

The study also reveals that the quality of the selection process has a very strong and statistically significant impact on early employee performance, as reflected by a path coefficient of $\beta = 0.679$, $t = 8.828$, and $p = 0.000$. This high coefficient suggests that a structured and well-executed selection process characterized by the use of appropriate

methods, transparency, time efficiency, and active involvement of HR personnel and managers plays a crucial role in ensuring that selected candidates possess the necessary skills and readiness to perform.

A high-quality selection process effectively assesses not only technical competencies but also the alignment of candidates with the organizational culture, thereby reducing the risk of job-person mismatch. These findings are consistent with prior research by Highhouse et al. (1999) and Taylor & Bergmann (1987), which supports the idea that an effective selection process directly contributes to better job placement and optimal performance from the beginning of employment.

5. Conclusion

5.1. Conclusion

Based on the results of the analysis and the discussion presented previously, the key findings of this research can be summarized as follows:

1. The Effect of Job Advertisement Information Completeness on Early Employee Performance

The completeness of information in job advertisements has been proven to significantly influence early employee performance. When job postings clearly communicate details such as job descriptions, required qualifications, work location, compensation, and application procedures, they provide applicants with a realistic preview of the job. This enables potential employees to better prepare themselves before joining the organization, which positively affects their initial job performance. These findings align with the Realistic Job Preview (RJP) concept proposed by Wanous (1973), which emphasizes the importance of transparent communication in clarifying job roles and reducing turnover.

2. The Effect of Selection Process Quality on Early Employee Performance

The quality of the selection process also shows a very strong and significant influence on early employee performance. A structured and role-appropriate selection process characterized by transparency and the involvement of both HR personnel and line managers allows organizations to identify and recruit the most suitable candidates. Accurate selection increases the likelihood that new employees possess the right skills, attitudes, and motivation, which in turn enhances their performance from the outset. This finding is supported by the High-Performance Work Systems theory (Jiang et al., 2012), which suggests that high-quality recruitment and selection practices have a positive impact on both individual and organizational performance.

3. Early Employee Performance as a Critical Outcome

Early employee performance serves as a key indicator for evaluating the effectiveness of recruitment and selection processes. The findings reveal that the two independent variables (X1 and X2) collectively explain 71.2% of the variance in early employee performance. This underscores the strategic role of job advertisement content and selection quality in shaping initial job outcomes, particularly in the retail sector, where rapid productivity and cultural adaptability are essential.

4. Managerial Implications

Retail companies should pay close attention to delivering comprehensive and accurate job advertisements, alongside implementing high-quality selection systems. Such strategies not only enhance the attractiveness of job opportunities but also increase the likelihood of successful adaptation and contribution by new employees from the beginning of their tenure. Therefore, the insights from this research can serve as a practical reference for developing more strategic recruitment systems within the retail industry, particularly in regions like Bandar Lampung.

Overall, this study reinforces the importance of complete job advertisement information and a high-quality selection process in shaping early employee performance both directly and by improving candidates' perceptions and preparedness. Well-crafted job postings and professionally conducted selection procedures can set realistic expectations for applicants and help organizations identify candidates who are truly aligned with their needs. These findings highlight the critical role of these two aspects as foundational elements in talent acquisition, especially within the retail industry, which demands quick adaptation and high performance from the start. An informative, transparent, and selective recruitment strategy not only enhances the appeal of available positions but also delivers tangible benefits to the effectiveness and productivity of new hires. In today's increasingly competitive labor market, improving recruitment quality through thoughtful planning of job advertisements and selection procedures is essential to attract talent who are not only capable but also ready to perform optimally from day one.

5.2. Limitation

This study has several limitations that should be taken into account when interpreting the findings. The scope of the research is confined to the Bandar Lampung area, which limits the generalizability of the results to other regions or geographic contexts. Moreover, the study's focus on the retail sector means that the findings may not be fully applicable to other industries with different work dynamics and recruitment systems. The use of a cross-sectional research design is another limitation, as it does not allow for observation of variable changes over time or for the analysis of causal relationships from a longitudinal perspective. In addition, early employee performance was measured subjectively, relying on respondents' perceptions. This introduces potential bias, particularly in the

absence of objective performance data from the companies involved. Furthermore, the research model did not account for other variables that may also influence performance, such as individual motivation, job satisfaction, or organizational culture. As a result, the scope of analysis remains limited to the two main variables under investigation.

5.3. Suggestion

Based on the findings of this study regarding the influence of job advertisement information completeness and selection process quality on the early performance of retail employees in Bandar Lampung, the following recommendations are proposed:

1. Retail companies should develop job advertisements that are more informative and well-structured, including clear details about job descriptions, required qualifications, compensation, work location, and application procedures. Comprehensive information helps prospective applicants understand expectations from the outset and better prepare themselves for the role.
2. The selection process should be designed systematically and aligned with the specific needs of the position, involving both HR personnel and direct supervisors in the evaluation process. Transparency and clarity throughout the selection stages can enhance candidate trust and strengthen the company's employer branding.
3. Investment in interviewer training and the use of valid and reliable assessment tools is strongly recommended, to ensure that candidate evaluations are more objective and capable of accurately predicting early job performance.
4. It is essential for companies to regularly evaluate the effectiveness of their recruitment and selection processes, both from the perspective of candidate experience and the actual early performance outcomes. This ensures that the implemented systems yield optimal results and remain aligned with evolving business needs.
5. Future research is encouraged to broaden the scope by including various industrial sectors and different geographic regions. Additionally, adopting a longitudinal approach would allow for a better understanding of the long-term effects of recruitment practices on employee retention and career development.

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