

SUSTAINABLE RECRUITMENT STRATEGY TO IMPROVE PERFORMANCE AND JOB SATISFACTION OF PT. DUNIA INSPIRASI KULINER INDONESIA

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ABSTRACT

This study aims to analyze the sustainable recruitment strategy on employee performance and job satisfaction at PT Dunia Inspirasi Kuliner Indonesia located Sukabumi. This study collected data through primary and secondary methods. The primary method used by researchers is online interviews with Human Resources of PT. Dunia Inspirasi Kuliner Indonesia located in Sukabumi. The secondary method used by researchers is collecting supporting data from books and journals related to this research. The results of this study are (1) PT Dunia Inspirasi Kuliner Indonesia implements a sustainable recruitment strategy within the company, (2) The effect of sustainable recruitment strategies on employee performance and job satisfaction in PT Dunia Inspirasi Kuliner Indonesia. This research analyzes the sustainable recruitment strategy implemented by PT. Dunia Inspirasi Kuliner Indonesia in improving employee performance and job satisfaction. PT Dunia Inspirasi Kuliner Indonesia has implemented a sustainable recruitment strategy within the company. This shows the feasibility of the strategy comprehensive sustainability in restaurant employee management. This research shows that through purposeful sustainability practices, it can improve employee performance and job satisfaction and provide sustainable recruitment strategies to the culinary community.

Keywords: Recruitment, Recruitment Strategy, Sustainable Recruitment Strategy, Performance Improvement, Job Satisfaction Improvement

INTRODUCTION

In undergoing competitive and dynamic business operations, every company must have a human resource management strategy that not only meets the needs in the short term, but also pays attention to the continuity between sectors and the quality of work in the long term. In this case, PT Dunia Inspirasi Kuliner Indonesia, as a company engaged in the culinary industry, certainly also faces challenges in maintaining service quality, improving productivity systems, and being able to create a work environment that supports job satisfaction and employee loyalty. One of the main factors in responding to these challenges is through the implementation of a recruitment strategy that has sustainable factors. According to Irawan et al (1997), recruitment is a process to obtain qualified personnel to work for a company or agency. A good recruitment strategy not only attracts quality candidates,

but also ensures a match between the company's needs and the competencies of prospective employees (Putri et al, 2025). This sustainable recruitment strategy does not only focus on a simple recruitment process to find and place employee positions, but also pays attention to analyzing and matching the character, values and principles adopted, as well as the long-term potential of an employee to the company's vision, mission and culture,

Sustainable recruitment involves careful planning, selection based on competency fit and company values, and integration of quality development programs from the early stages of recruitment to support needs-oriented performance operations. Through this approach, companies not only obtain a qualified workforce, but can also create a strong foundation for consistent performance improvement and job satisfaction for employees. , this research aims to identify and formulate sustainable recruitment strategies implemented by PT Dunia Inspirasi Kuliner Indonesia, and also analyze the impact that can affect the improvement of individual performance or the organization as a whole. This research is expected to be a form of strategic conclusions in building an effective, adaptive, and long-term growth-oriented recruitment system. Although Sustainable HRM has received increasing academic attention, sustainable recruitment remains relatively underexplored as a distinct organizational practice. Existing studies frequently examine recruitment as one component of a broader Sustainable HRM or Green HRM system rather than investigating recruitment in depth as an independent strategic process (Kramar, 2014; Piwowar-Sulej, 2021). Furthermore, much of the literature on green and sustainable HRM has relied on quantitative approaches investigating statistical relationships among HR practices, employee attitudes, environmental behavior, and organizational performance. Such studies provide valuable evidence concerning relationships among variables but offer limited insight into how sustainable recruitment is understood and experienced by employees and organizational decision-makers. Another limitation is that green recruitment research tends to focus primarily on environmental sustainability. Sustainable recruitment should arguably encompass broader dimensions, including ethical recruitment, inclusion, fairness, employee well-being, long-term career development, digital efficiency, person-organization fit, and organizational sustainability. There is therefore a need for qualitative research examining how organizations conceptualize and implement sustainable recruitment strategies and how employees interpret the consequences of these practices for their job satisfaction and work performance.

The present study addresses this gap by exploring the experiences and perspectives of relevant organizational stakeholders concerning sustainable recruitment practices and their perceived contribution to employee satisfaction and performance. Instead of testing predetermined causal relationships, the study seeks to uncover the processes, experiences, meanings, and organizational conditions through which sustainable recruitment may support sustainable employee outcomes. The study may therefore address the following research questions: RQ1: How is sustainable recruitment understood and implemented within the organization? RQ2: What practices characterize a sustainable recruitment strategy from the perspectives of employees and organizational decision-makers? RQ3: How do employees perceive their recruitment experiences as influencing their subsequent job satisfaction? RQ4: How do employees perceive sustainable recruitment practices as contributing to their work performance? RQ5: What organizational conditions strengthen or weaken the contribution of sustainable recruitment to employee satisfaction and performance? RQ6: What challenges do organizations encounter when implementing sustainable recruitment strategies?

LITERATURE REVIEW

Sustainable Recruitment Strategy

Sustainable recruitment strategy refers to an organization's long-term approach to attracting, selecting, and integrating employees while considering economic, social, environmental, and human sustainability. Unlike conventional recruitment, which may primarily emphasize filling vacancies efficiently and obtaining employees with suitable technical competencies, sustainable recruitment takes a broader perspective by considering employee well-being, ethical employment practices, inclusiveness, organizational values, long-term employability, and the sustainability orientation of prospective employees.

The concept of sustainable recruitment is closely related to Sustainable Human Resource Management (Sustainable HRM). Kramar (2014) argues that Sustainable HRM extends traditional strategic human resource management by considering not only organizational performance but also the long-term consequences of HR practices for employees, society, and the environment. From this perspective, recruitment represents an important starting point because decisions made during employee attraction and selection shape the characteristics of the workforce that subsequently contributes to organizational sustainability. Piwowar-Sulej (2021) identifies recruitment and selection as important functions of Sustainable HRM. Sustainable recruitment therefore involves selecting individuals not only according to their immediate ability to perform particular jobs but also according to their potential for long-term development, compatibility with organizational values, adaptability, and willingness to contribute to organizational sustainability.

Sustainable recruitment overlaps with, but is broader than, green recruitment. Green recruitment generally emphasizes attracting applicants who possess environmental awareness and using environmentally responsible recruitment procedures. Sustainable recruitment additionally incorporates social and human dimensions, including fairness, diversity, equal employment opportunity, employee development, ethical treatment, work-life considerations, and long-term retention. Aust et al. (2020) emphasize that Sustainable HRM should extend beyond purely economic and environmental goals toward a common-good perspective. Consequently, sustainable recruitment may include transparent vacancy communication, fair selection criteria, inclusive recruitment, digital recruitment processes, realistic job information, sustainability-oriented employer branding, competency-based selection, and consideration of person-organization compatibility. For qualitative research, sustainable recruitment can therefore be understood as a set of organizational practices and principles through which organizations attempt to attract and retain employees who are competent, value-compatible, and capable of contributing sustainably over the long term.

Sustainable Recruitment and Person-Organization Fit

An important conceptual perspective for understanding sustainable recruitment is person-organization fit. Person-organization fit refers to the compatibility between employees and organizations in terms of values, beliefs, objectives, expectations, and organizational culture.

Kristof-Brown et al. (2005) explain that compatibility between individuals and their work environments is associated with important employee outcomes, including job satisfaction, organizational commitment, and intention to remain with an organization. Similarly, Verquer et al. (2003) found that person-organization fit is strongly associated with positive employee attitudes.

Within sustainable recruitment, organizations are expected to evaluate not only whether prospective employees possess the required technical qualifications but also whether their values and long-term expectations correspond with organizational characteristics. Recruitment therefore functions as an important process through which mutual

compatibility can be established. For example, an organization emphasizing sustainability, employee development, ethical practices, and social responsibility may deliberately recruit applicants who attach similar importance to these values. Employees who perceive consistency between their personal values and organizational values may experience a stronger sense of belonging and a more positive employment experience. From a qualitative perspective, however, compatibility should not simply be treated as a measurable variable. It is important to understand how employees themselves interpret compatibility, what aspects of recruitment create perceptions of fit, and whether the reality of employment corresponds with expectations established during recruitment.

Sustainable Recruitment and Job Satisfaction

Job satisfaction refers broadly to employees' positive evaluation of their jobs and employment experiences. Employee satisfaction can emerge from numerous aspects of work, including working conditions, relationships with managers and colleagues, recognition, development opportunities, compensation, organizational culture, job security, and the perceived fairness of organizational practices.

Sustainable recruitment may contribute to job satisfaction by ensuring greater alignment between employee expectations and organizational realities. Recruitment processes communicate important signals concerning organizational culture, employment conditions, career development, sustainability commitments, and organizational values. Applicants may consequently form expectations about what working for the organization will be like.

When recruitment information accurately reflects organizational conditions, employees may experience greater consistency between their expectations and actual employment experiences. In contrast, unrealistic or misleading recruitment communication may create unmet expectations and subsequent dissatisfaction.

Person-organization fit is particularly relevant in this relationship. Employees whose values and expectations correspond with those of their organizations generally report more positive workplace attitudes (Kristof-Brown et al., 2005; Verquer et al., 2003). Sustainable HRM research also emphasizes employee well-being and satisfaction as central components of organizational sustainability. Sypniewska et al. (2023) found that sustainable HR practices related to employee development, workplace well-being, engagement, and retention are closely connected to employee satisfaction.

Nevertheless, sustainable recruitment should not automatically be assumed to produce job satisfaction. The effectiveness of recruitment depends on whether organizational practices after recruitment are consistent with promises and expectations communicated during the hiring process. This issue is particularly suitable for qualitative investigation because employees may interpret recruitment experiences differently depending on organizational context, career expectations, working conditions, and individual values. Therefore, rather than testing whether sustainable recruitment statistically "affects" satisfaction, qualitative research can investigate how and why employees perceive recruitment practices as contributing to their subsequent job satisfaction or dissatisfaction.

Sustainable Recruitment and Employee Performance

Sustainable recruitment may also contribute to employee performance by enabling

organizations to recruit individuals whose competencies, values, and personal characteristics are suitable for organizational requirements. From a human capital perspective, recruitment provides organizations with an opportunity to acquire knowledge, skills, capabilities, and attitudes that contribute to organizational effectiveness. However, sustainable recruitment extends beyond technical competence by considering adaptability, willingness to learn, ethical orientation, organizational compatibility, and potential for long-term contribution. Arthur et al. (2006) suggest that person-organization fit has implications for employee behavioral outcomes. Recruitment practices that generate stronger compatibility between employees and organizations may facilitate employee commitment and effective workplace behavior.

Sustainable recruitment can also contribute to performance by reducing early employee turnover and mismatches between individuals and jobs. Employees who clearly understand their responsibilities and organizational expectations at the recruitment stage may be better prepared to perform their roles. Similarly, selecting candidates according to both technical capabilities and organizational values may encourage stronger engagement with organizational objectives.

Within Sustainable HRM literature, employee performance is increasingly understood as an outcome that should be maintained without undermining employee well-being. Lu et al. (2023), for instance, show that Sustainable HRM practices may contribute to employee outcomes through psychological resources such as employee resilience and engagement. For qualitative research, the central issue is therefore not simply whether sustainable recruitment improves performance but how recruitment practices are perceived to shape employees' preparedness, motivation, commitment, adaptability, and ability to perform their work effectively.

Job Satisfaction and Employee Performance

Job satisfaction and employee performance represent two important organizational outcomes that may be interconnected. The relationship between job satisfaction and performance has been extensively examined in organizational behavior literature. Judge et al. (2001), through a large meta-analysis, demonstrated a positive association between overall job satisfaction and employee performance.

Satisfied employees may demonstrate stronger motivation, organizational involvement, willingness to cooperate, and discretionary effort. They may also be more willing to remain within an organization and contribute beyond minimum job requirements.

However, qualitative research can provide a deeper understanding of this relationship by exploring employees' lived experiences. Rather than assuming that satisfaction necessarily leads directly to improved performance, qualitative studies may investigate what aspects of job satisfaction employees believe enable them to work effectively.

For instance, employees may identify supportive managers, recognition, opportunities for professional development, meaningful work, work-life balance, organizational fairness, or positive workplace relationships as factors that simultaneously enhance satisfaction and work performance. The relationship between satisfaction and performance can consequently be conceptualized as a dynamic process shaped by organizational practices and individual experiences rather than merely as a statistical relationship between two variables.

Sustainable Recruitment, Job Satisfaction, and Employee Performance

The literature suggests an important conceptual connection among sustainable

recruitment, job satisfaction, and employee performance. Sustainable recruitment may establish the initial foundation of the employment relationship by influencing employee expectations, perceptions of organizational values, person-job compatibility, and person-organization fit.

When employees perceive recruitment procedures as fair, transparent, realistic, and aligned with organizational practices, they may develop more positive perceptions of their employment. These positive experiences can contribute to satisfaction, organizational identification, commitment, and ultimately effective job performance.

However, the relationships among these concepts may not necessarily be linear. Recruitment practices can be interpreted differently by employees, and positive recruitment experiences may not translate into long-term satisfaction if subsequent organizational conditions contradict expectations created during the hiring process.

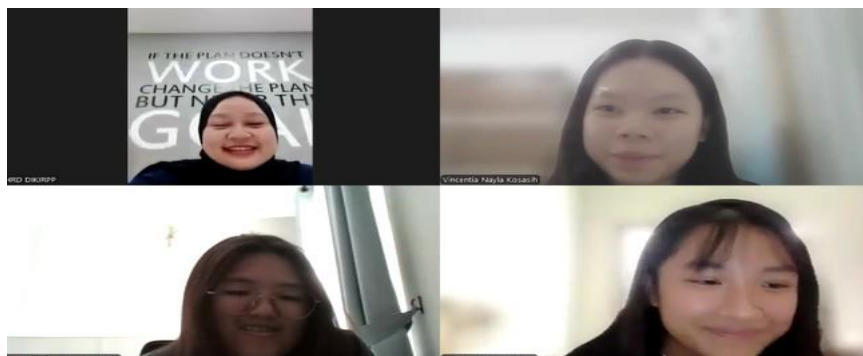
Likewise, employee performance may be shaped not only by recruitment quality but also by leadership, organizational culture, training opportunities, rewards, employee engagement, and workplace relationships.

Accordingly, qualitative research offers an important opportunity to understand the mechanisms linking these concepts from the perspectives of organizational actors themselves. Interviews with employees, managers, and human resource professionals can reveal how sustainable recruitment practices are implemented, how employees experience these practices, and how they perceive their influence on satisfaction and performance.

METHOD

This research uses a descriptive qualitative approach that aims to deeply understand the implementation of sustainable recruitment strategies in improving employee performance and job satisfaction at PT Dunia Inspirasi Kuliner Indonesia. According to Creswell (2014), qualitative research is an approach to exploring and understanding the meaning that individuals or groups ascribe to social or human problems. Researchers in this study collected data through in-depth interviews with the company's Human Resources Department as primary data (Figure 1), and supported by literature studies from relevant books and journals as secondary data.

Figure 1 Interview Session



RESULTS AND DISCUSSION

PT Dunia Inspirasi Kuliner Indonesia implements a sustainable recruitment strategy within the company

Based on the results of online interviews with Human Resources of PT Dunia Inspirasi Kuliner Indonesia, namely Mrs. Erni Rachman. According to Mrs. Erni Rachman, Sustainable Recruitment is a continuous recruitment process that is integrated with the company's business strategy to ensure that the company has qualified and competent employees to achieve business goals.

The steps applied by PT Dunia Inspirasi Kuliner Indonesia to ensure that the recruitment process supports sustainability are first, analyzing the company's needs determining the type of work, number of employees, and qualifications needed by the company. Second, planning the recruitment process will be carried out by creating job descriptions, qualifications, and experience that match the company's needs. Third, utilize social media such as Instagram and Tiktok to promote job vacancies. This can be done by creating or installing banners.

Fourth, increase the speed of the recruitment process by asking job applicants during the interview "Where did you find out about this vacancy?" so that job vacancy promotion can be spread better and evenly. Fifth, utilize recommendations or references from company employees. The ideas provided can build the company to support the continuous recruitment process. Sixth, sending job applications via company email. Seventh, the selection process by means of interviews or interviews.

The way PT Dunia Inspirasi Kuliner Indonesia identifies candidates who are in accordance with the company's sustainability values is by determining the candidate's profile in accordance with the values contained in the company, conducting interview stages, and ensuring the candidate's skills match the company's needs. The role of sustainability values in the environmental, social, and economic fields in determining suitable candidates at PT. Dunia Inspirasi Kuliner Indonesia.

In the environmental field, namely realizing candidates to the surrounding environment. Moreover, this company is engaged in the culinary field where there is a lot of garbage and food waste. Each garbage can be disposed of according to its type so that it can be recycled. In the social field, by collaborating with culinary and hospitality-based schools, students can do internships or apprenticeships as part of the fulfillment of their school or college assignments. This program allows them to become trainees for 6 months within the company. This is also implemented by maintaining good and professional relationships and relationships in work operations, such as serving guests and building relationships with many partners and the surrounding environment. In the economic field, namely working with egg and vegetable farmers in the Pondok Halimun area, Sukabumi. Employees are certainly required to maintain relationships with surrounding partners who are involved in meeting the needs and operations of the company.

PT Dunia Inspirasi Kuliner Indonesia involves the local community in the recruitment process. The company often opens job vacancies on @sukabumiloker and @sukabumiupdate so that many employees around Sukabumi apply for jobs. By involving local communities, it can help the company in building good relations with the surrounding community, the company plays a role in building the regional economy, improving the company's reputation, and facilitating the recruitment process. For now, PT Dunia Inspirasi Kuliner has no specific policy or program that supports sustainable recruitment. However, the recruitment process implemented by PT Dunia Inspirasi Kuliner Indonesia is good enough to produce quality Human Resources.

PT Dunia Inspirasi Kuliner Indonesia measures the success of its sustainable recruitment strategy in four aspects. The first aspect is the quality of recruitment. The recruitment process is considered successful if it produces employees with skills, experience, and attitudes that match the company's needs. The second aspect is the level of loyalty,

productivity & quality of employees who are growing every day. Success is seen from how much employees show loyalty to the company, how they increase their productivity, and the level of quality of their work develops. Employees who remain committed, productive, and perform well.

The third aspect is the company's On The Job Training (OJT) which is conducted for 3 months. The success of this program can be seen from how many new employees successfully complete the program.

OJT well, which shows that they are able to adapt and meet company standards. The fourth aspect is looking at the number of employees who extend their employment contracts. The number of employees who choose to stay with the company shows that they feel comfortable and satisfied with their work. This means that the company is successful in the recruitment process and creating a supportive work environment.

The challenge faced by PT Dunia Inspirasi Kuliner Indonesia in implementing a sustainable recruitment strategy is that it is difficult to find the right and qualified candidates. Things often happen like qualified candidates have been called first by other companies. So that companies often lose qualified candidates. The way the company overcomes this is by recruiting as soon as possible, because there is a high probability that qualified candidates have received offers from other companies.

The effect of sustainable recruitment strategies on employee performance and job satisfaction in PT. Dunia Inspirasi Kuliner Indonesia

After implementing a sustainable recruitment strategy within PT Dunia Inspirasi Kuliner Indonesia. Now, the company needs to focus on employee performance and job satisfaction while in the company. After implementing a sustainable recruitment strategy, the changes that occur in the company in the productivity or quality of employee work are that the company can improve the quality of products and services provided to customers so as to increase customer satisfaction. Then, productivity in employees who work is getting faster and more precise.

The effect of sustainable recruitment strategies in increasing employee job satisfaction is that employees tend to be more satisfied at work, because employees can work according to their abilities or talents. Fostering the nature of employee loyalty, they have higher loyalty to the company. Certain indicators used to measure the level of job satisfaction can be seen from the number of employees who stay in the company for a certain period of time (long term), the level of employee absenteeism (more or less absenteeism), and the level of employee motivation to work.

A sustainable recruitment strategy not only has a positive impact on employee job satisfaction, but it also plays an important role in shaping relationships between employees.

Employees and strengthen the work culture within the company. The positive impacts are first, improving communication between employees and management. A clear and continuous recruitment process can make employees and superiors easier to chat and open up to each other so that communication is smoother and better.

Second, it promotes a positive and supportive work culture. By selecting employees who match the company's values, sustainable recruitment can help create a healthy and positive work environment. A supportive work environment makes employees feel safe and comfortable, so they are more motivated, enthusiastic, and productive at work. Third, it strengthens cooperation among employees and between divisions. A positive work culture leads to more solid teamwork both within a team and between divisions.

In maintaining employees to have good performance and job satisfaction in the long term, the company does several ways, namely providing opportunities for promotion for employees who work well (opportunities to move up), providing training and skill development to help employees improve their abilities, providing awards by selecting the best employees every year and evaluating employee performance regularly. PT Dunia Inspirasi Kuliner Indonesia provides a platform for every employee to express their opinions. The company will appreciate and listen to their opinions, so that employees can provide feedback related to the continuous recruitment process by submitting new ideas. Furthermore, the company and employees can work together in managing these ideas into a new breakthrough and apply them within the company

DISCUSSION

Based on the results of interviews with the Human Resources Department of PT Dunia Inspirasi Kuliner Indonesia, it appears that the company has implemented a sustainable recruitment strategy quite consistently. Piwovar Sulej (2021) discuss the importance of having clear and fair procedures for handling employee complaints, inter-employee conflicts, or other issues that may arise in the workplace. This strategy not only focuses on filling job positions quickly, but also considers company values, character suitability, and the long-term potential of each candidate.

This reflects the company's efforts to build a strong HR foundation that is able to grow with the company.

The steps taken, such as analyzing workforce needs, using social media for vacancy promotion, and utilizing references from internal employees, show that the company adopts a recruitment approach that is adaptive to the times. The selection process is also carried out by considering the candidate's value match and technical capabilities, not just educational background or work experience.

Although there is no formal policy on sustainable recruitment, practices already reflect the principles of sustainability, especially in terms of process efficiency, local community involvement, and sustainable human resource development. The involvement of local communities, such as publicizing job vacancies through local media and collaborating with vocational schools or universities, has a positive social impact on the surrounding environment and strengthens the company's position in society.

According to Kramar (2014), HR development includes various activities such as training, education, and career development that aim to improve individual performance and the organization as a whole. The impact of this strategy is evident in increased productivity, service quality, and employee job satisfaction. Employees recruited with this approach show higher loyalty and motivation. The work culture has also become more positive, with more open communication between employees and management, and more solid collaboration between divisions. , the company also provides room for employee development through training, performance evaluations, and annual awards. These measures not only maintain morale, but also encourage employees to continue to grow and feel valued.

Kramar (2014) discusses the importance of HR planning in identifying human resource needs and formulating strategies to meet those needs in the long term. Overall, the implementation of sustainable recruitment strategies at PT Dunia Inspirasi Kuliner Indonesia shows that This approach not only impacts the effectiveness of the recruitment process, but also directly contributes to improving organizational performance and employee job satisfaction in the long run.

CONCLUSION AND SUGGESTIONS

Based on the studies that have been conducted, it can be concluded that sustainable recruitment strategy is one of the strong factors in improving employee performance and job satisfaction within PT Dunia Inspirasi Kuliner Indonesia. In facing every challenge of the culinary industry that continues to grow significantly and has increasingly fierce market competition on a global scale, of course, companies are required to have a recruitment system that is not only able to sort out employees with adequate competence, but also has a value match, can behave professionally, and has the potential to grow and develop with the company as a whole.

Through interview activities conducted with the Human Resources Department of PT Dunia Inspirasi Kuliner Indonesia, it can be proven that a sustainable recruitment strategy can support the operational success of employee performance and human resource development. According to Simbolon, Padliansyah, & Karunia, 2021, a good selection process not only ensures that the selected candidate has the required skills, but also fits the company's culture and values. The quote relates to sustainable recruitment which is defined as a process that is not only oriented towards meeting short-term workforce needs, but also considers long-term integration by following the goals and suitability of company values. In practice, the company has taken various steps, such as analyzing needs, compiling clear and detailed job descriptions, and utilizing social media as an effective source of recruitment.

In terms of implementation, PT Dunia Inspirasi Kuliner Indonesia agrees that there are challenges in the employee recruitment process, such as difficulties in finding qualified candidates according to company needs. In terms of overcoming these challenges, the company implements an efficient selection process by emphasizing the importance of value compatibility between candidates and organizational culture. According to Armstrong (2014), selection is the process of choosing the best qualified individuals to fill available positions, based on a comprehensive evaluation of their abilities and potential. In addition, the involvement of local communities in the recruitment process is also a form of corporate social responsibility that can have a positive impact on the company's reputation and relationship with the surrounding environment, which is certainly beneficial in building a healthy corporate social ecosystem.

This strategy provides a clear picture of improved employee performance and job satisfaction. It can be seen that employees show higher loyalty, increased morale, and strong involvement in achieving company goals. The company also seeks various ways to maintain long-term motivation, such as providing training and skills development, providing opportunities to promote employees, and providing forms of appreciation for outstanding employees. With a participatory approach and openness to feedback, the company is able to create a recruitment process that is adaptive and responsive to organizational needs and employee aspirations. Therefore, this approach should be used as a reference in terms of developing a superior and sustainable HR management system in facing the challenges of an increasingly complex world of work.

After analyzing the data and in-depth interviews, a number of implications can be drawn relating to the implementation of sustainable recruitment strategies at PT Dunia Inspirasi Kuliner Indonesia. These implications reflect practical benefits, real impact on company operations, and opportunities for further research development in the field of human resource management.

This research proves that the implementation of sustainable recruitment strategy at PT

Dunia Inspirasi Kuliner Indonesia is able to improve employee performance and job satisfaction. This strategy not only strengthens employee loyalty and service quality, but also builds positive relationships with the local community, and improves the company's reputation.

The benefit of this research for the company is that it provides the basis for a sustainable HR strategy that is adaptive to change and long-term needs. Tangible impacts are seen in increased productivity, reduced turnover, and the creation of a more collaborative work culture.

For future research, it is recommended to explore the effect of employee development programs and post-recruitment retention on overall organizational performance. Thus, the implications described above are expected to be a strategic consideration for management in developing recruitment policies that are more effective, relevant to industry dynamics, and oriented towards long-term sustainability. In addition, this research can also be a reference for other companies that want to apply a similar approach in an effort to improve the quality of human resources in a sustainable manner.

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