Analysis of Factors Influencing the Effectiveness of Group Leader Level Recruitment at PT Kalimantan Prima Persada

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Abstract	PT Kalimantan Prima Persada (KPP) faces challenges in achieving its Group Leader (GL) recruitment target, with only 60% of the 90% target achieved in 2022–2023. Large monthly fluctuations (9%–71%) indicate that the current recruitment strategy is ineffective and could hinder the company's expansion. This study aims to analyze the dominant factors influencing the effectiveness of GL recruitment at KPP, particularly in the highly competitive mining industry. The study used a quantitative explanatory approach using Exploratory Factor Analysis (EFA). Data were obtained through questionnaires administered to 136 respondents, consisting of 15 HR team members and 121 GL candidates. Ten initial variables measured using a Likert scale included recruitment sources, selection methods, employer branding, recruitment technology, user department involvement, organizational culture, compensation and benefits, company regulations, candidate experience, and candidate diversity. The EFA analysis revealed six key factors influencing recruitment effectiveness. The most dominant factors were the quality of internal recruitment and organizational culture, while second-highest-ranking factors included diversity, communication, and well-being. The study also found gaps in user department involvement and suboptimal candidate diversification. Based on these findings, several strategic recommendations were proposed: strengthening organizational culture and compensation systems, increasing user department involvement in the selection process, integrating AI-based recruitment technology, and developing employer branding that emphasizes candidate experience. This study provides an important contribution to understanding critical GL recruitment factors in the mining industry and opens up opportunities for further research by testing the model on other mining companies with similar characteristics.
Keywords:	Recruitment Effectiveness, Group Leader, Mining, Exploratory Factor Analysis (EFA), Organizational Culture, Employer Branding.

INTRODUCTION

PT Kalimantan Prima Persada (KPP) is an integrated mining services company under PT Pamapersada Nusantara, operating in various strategic regions across Indonesia. With a vision to become the largest mining services company in Indonesia through the CARES principle, KPP prioritizes service quality, employee welfare, occupational safety, operational efficiency, and sustainable development. KPP's business expansion requires increased human resource capacity, particularly in strategic positions such as Group Leader (GL), which plays a crucial role in managing mine operations.

Amidst this expansion, the Indonesian coal mining industry faces global price volatility, creating uncertainty and impacting human resource planning (Bhattacharyya, 2014). This situation requires mining companies like KPP to have an adaptive and effective recruitment strategy. KPP's internal data shows that GL needs are still far from the target. In 2022–2023, GL fulfillment reached only 60% of the 90% target, with significant monthly fluctuations (9%–71%). If this trend continues, KPP is

projected to fall short of its 141 GL needs by the end of the year. This gap has the potential to hamper the company's operational readiness and project expansion.

This phenomenon indicates a fundamental challenge in the KPP recruitment process. Several potential factors influencing recruitment effectiveness include diversity of recruitment sources, consistency of selection methods, effectiveness of employer branding, utilization of recruitment technology, user department involvement, organizational culture fit, compensation competitiveness, internal regulatory requirements, candidate experience during the selection process, and talent diversification strategies. These factors align with previous research findings highlighting the complexity of recruitment in the mining sector and the need for a holistic strategic approach (Collings et al., 2019; Deloitte, 2022; McKinsey, 2020).

Based on these conditions, this study focuses on analyzing the factors influencing recruitment effectiveness at the Group Leader level at PT Kalimantan Prima Persada. The study's findings are expected to provide strategic recommendations that can improve the candidate search and selection process, while also providing practical contributions to other mining companies facing similar challenges.

METHOD

This study used a descriptive-quantitative approach with an explanatory design to analyze the factors influencing the effectiveness of Group Leader recruitment at PT Kalimantan Prima Persada (KPP). Hypotheses were developed deductively, and data were collected through a cross-sectional survey without variable manipulation. The research instrument was structured around ten recruitment factors, operationalized into indicators and measured using a five-point Likert scale. The study population included 15 HR staff and 150 GL candidates participating in the 2022–2023 recruitment process. The sample was determined using a purposive sampling technique with 136 respondents, consisting of all HR staff and candidates meeting the experience criteria.

Primary data was obtained through an online questionnaire, while secondary data came from internal company documents and scientific literature. The quality of the instrument was tested through validity (Pearson) and reliability (Cronbach's Alpha) tests using SPSS 27, and all items were found to be valid and reliable. Data analysis included descriptive analysis and Exploratory Factor Analysis (EFA) to identify the structure of the main factors influencing recruitment effectiveness. EFA was chosen because the study aimed to reduce the initial 10 variables to more essential factors, and because there was no specific theoretical model for the context of GL recruitment in the mining industry.

This methodology provides a strong empirical basis for understanding key elements in the KPP recruitment process and generates strategic recommendations for improving the effectiveness of company recruitment.

RESULTS AND DISCUSSION

Factor Analysis Results

Kaiser Meyer Olkin (KMO) Test and Bartlett's Test of Sphericity

Table 4.20

Hasil KMO dan *Bartlett's Test*

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,896
Bartlett's Test of Sphericity	Approx. Chi-Square	2323.377
	df	435
	Sig.	.000

The test results in Table 4.20 show a KMO value of 0.854, which is considered meritorious, thus the sample is considered very adequate for factor analysis. The Bartlett test yielded a Chi-Square of 2323.377 with a df of 435 and a significance level of 0.000, indicating a significant correlation between the variables. The combination of the two confirms that the data is worthy of further analysis through EFA, and that the research instrument has good construct validity and a stable and reliable measurement model.

Anti-Image Matrices

Table 4.21

Anti-Image Matrices Values

Item	Anti-Image Matrices
SK1	0,723
SK2	0,665
SK3	0,756
MS1	0,668
MS2	0.903
MS3	0,816
EB1	0,830
EB2	0,870
EB3	0,873
TR1	0,907
TR2	0,903
TR3	0,933
KUD1	0,933
KUD2	0,923
KUD3	0,915
BO1	0,938
BO2	0,952
BO3	0,873
KB1	0,922
KB2	0,886
KB3	0,870
RP1	0,931
RP2	0,922
RP3	0,886
PK1	0,909
PK2	0,904
PK3	0,915
DK1	0,886
DK2	0,913
DK3	0,911

Source: Author's Processed Data (2025)

All Measure of Sampling Adequacy (MSA) values in the Anti-Image matrix were above 0.5, with the lowest value in SK2 (0.665) and the highest in BO2 (0.952). This range indicates that all indicators have adequate partial correlations and are suitable for factor analysis. No items required elimination, thus the instrument is considered statistically valid, and each question item adequately represents the construct under study.

Variable Extraction

Table 4.22

Communal Values

Communalities		
	Initial	Extraction
SK1	1.000	0,506
SK2	1.000	0,703
SK3	1.000	0,714
MS1	1.000	0,659
MS2	1.000	0,574
MS3	1.000	0,607
EB1	1.000	0,441
EB2	1.000	0,615
EB3	1.000	0,565
TR1	1.000	0,573
TR2	1.000	0,676
TR3	1.000	0,629
KUD1	1.000	0,638
KUD2	1.000	0,650
KUD3	1.000	0,620
BO1	1.000	0,658
BO2	1.000	0,621

Communalities		
	Initial	Extraction
BO3	1.000	0,701
KB1	1.000	0,642
KB2	1.000	0,669
KB3	1.000	0,612
RP1	1.000	0,726
RP2	1.000	0,600
RP3	1.000	0,649
PK1	1.000	0,631
PK2	1.000	0,663
PK3	1.000	0,796
DK1	1.000	0,689
DK2	1.000	0,708
DK3	1.000	0,683
Extraction Method: Principal Component Analysis.		

Source: Author's Processed Data (2025)

Table 4.22 shows the initial and extraction values, where the extraction value describes the proportion of variance explained by the factor. Almost all items have values above 0.5, except for EB1 (0.441), which is still tolerable considering its high KMO value. The item with the highest communality is PK3 (0.796), indicating the largest contribution to factor formation. Overall, all items are deemed worthy of further analysis because they meet the communality criteria.

Naming Factors

Table 4.25

Grouping of Statement Items according to Factor Loading Order

Faktor	Item Indikator	*Factor Loading*
Factor 1:	Job description preparation	0,722
Internal	Interview participation	0,620

Faktor	Item Indikator	Factor Loading
Recruitment Quality & Culture	Final decision	0,568
	Safety culture	0,738
	Teamwork	0,655
	Adaptability	0,759
	Competitive salary	0,736
	Competency certification	0,736
	Diversity policy	0,596
	Transparency	0,715
	Remote location allowance	0,696
	Safety incentives	0,670
Factor 2: Diversity, Communication, & Well-Being	K3 (Occupational Safety & Health)	0,630
	Communication	0,810
	Feedback	0,508
	Gender	0,743
	Ethnicity	0,786
Factor 3: Candidate Source & Selection Validity	Job portal	0,652
	Campus hiring	0,805
	Test validity	0,709
Factor 4: Effectiveness of Selection Tools & Methods	Behavioral interviews	0,646
	ATS Efficiency	0,456
	AI screening accuracy	0,335
	Assessment center	0,384
	Diversity policy (re)	0,443
Factor 5: Employer branding & Non-financial Incentives	Career development program	0,387
	Non-financial incentives	0,475
	Mining industry image	0,602
Factor 6: Internal Reference Sources	Employee referrals	0,756
	Career development program (re)	0,450
	ATS Efficiency (re)	0,424

Source: Author's Processed Data (2025)

This study successfully reduced 30 recruitment indicators to six key factors that reflect the strategic dimensions of the Group Leader recruitment process in the mining sector. These six factors include Internal Recruitment Quality & Culture, Diversity, Communication & Welfare, Candidate Sources & Selection Validity, Effectiveness of Selection Tools & Methods, Employer Branding & Non-Financial Incentives, and Internal Referral Sources. These results demonstrate that the recruitment process is no longer merely administrative, but has integrated aspects of work culture, safety, selection technology, and employer branding strategies.

The dominance of organizational culture and safety factors reflects the unique characteristics of the mining industry, which is high-risk and requires strong discipline and team cohesion. Furthermore, the emergence of diversity and communication factors indicates that companies are beginning to emphasize inclusivity and transparency in the selection process. The use of technologies such as ATS and AI screening also confirms that digitalization has become a critical component for increasing recruitment efficiency and objectivity.

The findings of this study are consistent with several previous studies. Susanto (2022) emphasized that safety culture and compensation are determining factors in attracting candidates in coal mining. Nugroho & Prasetyo (2021) demonstrated the importance of the validity of assessment center-based selection tools for mine supervisor positions, aligning with the effectiveness factors of selection methods identified in this study. Furthermore, Putra & Santoso (2023) highlighted the importance of soft skills and leadership values in Group Leaders, supporting the finding that values-based recruitment is becoming increasingly important. An international study by Barclay & Gatling (2023) also showed that employer branding and internal mobility are key strategies in recruitment for leadership positions in the global mining sector—both reflected in the factors generated by this study.

These six factors indicate that effective recruitment in the mining sector requires a balance between technical competency, organizational values, safety, technology, and an adaptive human resource strategy. These findings can inform the development of a more targeted, competitive, and sustainable recruitment model.

CONCLUSION

This study successfully identified six key factors influencing the recruitment process of Group Leader candidates in mining companies in Indonesia, including aspects of internal recruitment quality and culture, diversity and well-being, candidate sources and selection validity, selection tool effectiveness, employer branding, and internal references. These findings indicate that the recruitment process in the mining sector has evolved to be more strategic, focusing not only on candidate technical capabilities but also on cultural fit, occupational safety, technology utilization, and company attractiveness. Based on the results and limitations of the study, it is recommended that future studies explore additional variables and use advanced analytical methods such as CFA and SEM to strengthen the validation of the findings, while expanding the sample coverage for more representative results. For mining companies, these findings suggest the importance of establishing selection criteria based on core competencies and psychometric indicators, as well as strengthening assessment systems and development programs to ensure that selected candidates possess optimal leadership qualities and work readiness. With these steps, the recruitment process can be more effective, accurate, and support long-term operational sustainability.

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