

THE INFLUENCE OF RECRUITMENT, TRAINING, COMPENSATION AND COMPETENCY ON EMPLOYEE PERFORMANCE

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ABSTRACT

This research aims to determine and analyze the influence of recruitment, training, compensation and competency on the performance of PT PLN (Persero) UP3 Pekalongan employees. This research is causality research, the research sample was 30 respondents and the analytical tool used was multiple linear regression. The research results show that Recruitment, Training, Compensation and Competency have a positive and significant effect on Employee Performance.

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1. Introduction

Human resources are one of the determinants of the success of an organization. Without competent, committed and motivated human resources, it is difficult for an organization to achieve its goals and vision. Quality human resources can increase productivity and innovation (Aji et al., 2023)

Quality human resources do not appear by themselves, but companies need to design effective strategies to find, develop and retain the best available talent. The process of finding, developing and retaining talent is better known as talent management (Angliawati & Maulyan, 2020). The talent management factor, which is one of the human resource management strategies, tries to optimally link the decline in company performance with the employee talent development process through search, attraction, selection, training, development, maintenance, promotion and transfer of employees so that they are related to the company's main business (Angliawati & Maulyan, 2020). Talent management is a process carried out by companies to manage talent to remain competitive with other companies. This process includes various aspects such as recruitment, training, compensation, and competency development. If talent management is carried out effectively, organizational goals, both private and public organizations, can be achieved in accordance with the expectations and targets that have been set (Fidianingrum & Sukarno, 2021).

The employee recruitment process is very crucial because the quality of human resources in an organization depends on the quality of the recruitment. Therefore, organizations must manage and select prospective employees carefully to ensure they get high-quality individuals who are able to carry out their duties effectively and provide good work results. The next stage of the talent management program is training. Training is a short-term educational process that uses systematic and organized procedures in which non-managerial employees learn technical knowledge and skills for a specific purpose. A well-run training program aims to improve mastery of various skills and certain work techniques needed by organizations today, so as to improve employee performance (Saputra, 2018).

The next thing in the talent management program that is no less important is compensation. Providing rewards to employees for their contribution and performance. Fair and competitive compensation not only helps attract the best talent, but also retains high-quality employees in the long term, increases motivation, and drives better productivity within the organization (Saputra, 2018)

Competency is the next part of the talent management program which includes the development of skills and abilities needed to meet job demands. By focusing on increasing competency, organizations can ensure that employees have relevant and up-to-date capabilities to carry out their duties effectively, adapt to change, and achieve the company's strategic goals. The higher the competency employees have, the better their performance. This is because they have superior abilities in completing tasks, making more effective decisions, as well as innovating and adapting to change. Good competency also increases employee self-confidence and operational efficiency, which ultimately supports the achievement of overall organizational goals (Rismawati et al., 2021).

PT PLN (Persero), as the second largest state-owned company in Indonesia, has implemented talent management starting from the recruitment process to retaining existing employees. This strategy aims to obtain the best human resources in their field, so that each employee can provide maximum performance. Even though PT PLN (Persero) has implemented talent management, in reality in the field there are still customer complaints related to PLN services. Therefore, more effective employee management is needed to improve service and increase overall customer satisfaction.

Based on this explanation, researchers are interested in conducting research with the title **"The Influence of Recruitment, Training, Compensation and Competency on the Performance of PT PLN (Persero) UP3 Pekalongan Employees"**

1. Literatur Review

a. *Employee performance*

Performance is the level of achievement of results for carrying out certain tasks. Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and economic contribution. (Saputra, 2018). The indicators used to measure employee performance are Work Quality, Work Quantity and Time (Mangkunegara, 2019)

b. *Recruitment*

Recruitment in talent management is a very important process for attracting, selecting, and employing talented individuals who have high potential to make significant contributions to the organization. This process involves systematic steps to find the best candidate that fits the company's needs and culture. In the context of talent management, recruitment aims to ensure that the organization has human resources who not only meet technical requirements but also have the ability and motivation to develop and provide maximum performance (Arta et al., 2023). The indicators used to measure recruitment are 1) Basics or recruitment procedures, 2) Recruitment Sources, 3) Recruitment Methods (Hasibuan, 2018)

c. *Training*

Training is the process of maintaining or improving employee skills to produce effective work (Harris et al., 2020). According to (Rivai & Sagala, 2019), training is a process of systematically changing employee behavior to achieve organizational goals. Training is related to the employee's skills and abilities to carry out the current job. The indicators used to measure training are Instructors, Participants, Materials, Methods and Objectives, (Sani et al., 2020)

d. *Compensation*

Compensation is a Human Resource Management (HRM) function that relates to each type of reward that individuals receive in return for carrying out organizational tasks. Meanwhile, compensation is the total of all rewards received by employees in lieu of the services they have provided (Saputra, 2018). The indicators used to measure compensation are as follows Wages and Salaries, Incentives and Benefits (Gee et al., 2021)

e. Competency

Compensation is a Human Resource Management (HRM) function that relates to each type of reward that individuals receive in return for carrying out organizational tasks. Meanwhile, compensation is the total of all rewards received by employees in lieu of the services they have provided (Saputra, 2018). The indicators used to measure compensation are as follows Wages and Salaries, Incentives and Benefits (Gee et al., 2021)

2. Method, Data, and Analysis

a. Research Design

This research is quantitative research with a causality approach. Causality research is a type of scientific research that aims to understand the cause-and-effect relationship between two or more variables (Sugiyono, 2019). In this study, researchers attempted to find a causal relationship between the influence of Recruitment, Training, Compensation and Competency variables on employee performance.

b. Population, Sample and Sampling Technique

The population in this study were employees of PT PLN (Persero) UP3 Pekalongan. Because this research is a brief study, the researchers only used a sample of 30 respondents. The sampling technique uses the convenience sampling method. Convenience sampling is sampling taken from the availability of elements and the ease of obtaining them (Sugiyono, 2019)

c. Types and Methods of Data Collection

The type of data in this research is primary data. According to Sugiyono, (2019) primary data is a source of data obtained directly from data collection. The primary data source in this research is a questionnaire

d. Data Analysis

Data analysis in this research includes :

- a. Uji Validitas dan Reliabilitas**
- b. Uji Asumsi Klasik (Uji Normalitas, Uji Multikolinearitas, dan Uji Heteroskedastisitas)**
- c. Uji Kesesuaian Model (Uji F)**
- d. Persamaan Regresi Linier Berganda**
- e. Uji Hipotesis (Uji t)**

3. Research Results and Discussion

a. Research Results

1) Uji Validitas dan Reliabilitas

a) Uji Validitas

Hasil uji validitas dapat dilihat pada tabel 2

Tabel 1 Hasil Uji Validitas

No	Item	r hitung	r tabel	Ket	No	Item	r hitung	r tabel	Ket
1	Y1	0.6481	0.3610	Valid	13	X2_5	0.5980	0.3610	Valid
2	Y2	0.9158	0.3610	Valid	14	X3_1	0.7561	0.3610	Valid

3	Y3	0.5677	0.3610	Valid	15	X3_2	0.7793	0.3610	Valid
4	Y4	0.9158	0.3610	Valid	16	X3_3	0.8873	0.3610	Valid
5	X1_1	0.4624	0.3610	Valid	17	X3_4	0.4361	0.3610	Valid
6	X1_2	0.7871	0.3610	Valid	18	X4_1	0.4938	0.3610	Valid
7	X1_3	0.7744	0.3610	Valid	19	X4_2	0.6730	0.3610	Valid
8	X1_4	0.6419	0.3610	Valid	20	X4_3	0.6806	0.3610	Valid
9	X2_1	0.6073	0.3610	Valid	21	X4_4	0.7431	0.3610	Valid
10	X2_2	0.8053	0.3610	Valid	22	X4_5	0.7638	0.3610	Valid
11	X2_3	0.7238	0.3610	Valid	23	X4_6	0.7860	0.3610	Valid
12	X2_4	0.6809	0.3610	Valid					

Sumber : Data Penelitian, 2024

Based on table 2, it is known that the questionnaire in this study was declared valid because the calculated r value > r table.

b) Uji Reliabilitas

Hasil uji reliabilitas dapat dilihat pada tabel 3

Tabel 2
Hasil Uji Reliabilitas

No	Variabel	Cronbach's Alfa	Syarat	Keterangan
1	Rekrutmen	0.603	> 0.60	Reliabel
2	Pelatihan	0.700		
3	Kompensasi	0.642		
4	Kompetensi	0.773		
5	Kinerja	0.782		

Sumber : Data Penelitian, 2024

Based on table 3, it is known that the questionnaire in this study was declared reliable because the Cronbach's Alpha value for all variables was > 0.60.

2) Uji Asumsi Klasik

Hasil Uji Asumsi Klasik dapat dilihat pada tabel 4

Tabel 3 Ringkasan Uji Asumsi Klasik

No	Jenis Uji	Syarat	Hasil Analisis	Keterangan
1	Uji Normalitas	Nilai Sig > 0.05	0.817	Data Berdistribusi Normal
2	Uji Multikolinearitas	Nilai Tolerance > 0.10 Nilai VIF < 10	Nilai tolerance seluruh variabel > 0.10 dan Nilai VIFnya < 10	Tidak terjadi multikolinearitas
3	Uji Heteroskedastisitas	Nilai sig > 0.05	Nilai signifikansi seluruh variabel > 0.05	Tidak terjadi Heteroskedastisita

Sumber : Data Penelitian, 2024

Based on table 4, it is known that the research data has met the classical assumption requirements consisting of normality, multicollinearity and heteroscedasticity tests so that it can be continued at the next stage.

3) Persamaan Regresi Linier Berganda

Hasil Persamaan Regresi Linier Berganda dapat dilihat pada tabel 5

Tabel 4 Persamaan Regresi Linier Berganda
Coefficients^a

Model	Unstandardized Coefficients		
	B	Std. Error	
(Constant)	-.189	.044	
1	Rekrutmen	.394	.118
	Pelatihan	.281	.134
	Kompensasi	.345	.152
	Kompetensi	.230	.108

Sumber : Data Penelitian, 2024

Persamaan regresi linier berganda berdasarkan tabel 4 adalah sebagai berikut.

$$Y = -0.189 + 0.394X_1 + 0.281X_2 + 0.345X_3 + 0.230X_4$$

Based on this equation, it is known that increasing the Recruitment, Training, Compensation and Competency variables will improve employee performance.

4) Uji Kesesuaian Model (Uji F)

Hasil uji kesesuaian model dapat dilihat pada tabel 6

Tabel 5 Uji Kesesuaian Model
ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	.240	4	.060	118.662	.000 ^b
	Residual	.013	25	.001		
	Total	.252	29			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Kompetensi, Rekrutmen, Pelatihan, Kompensasi

Sumber : Data Penelitian, 2024

Based on table 6, it is known that the variables selected in this study are suitable for predicting the dependent variable. This is because the significance value of the F test is <0.05

5) Uji Hipotesis (Uji t)

Hasil uji Hipotesis dapat dilihat pada tabel 7

Tabel 6 Uji Hipotesis
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	-.189	.044		-4.333	.000
	Rekrutmen	.394	.118	.321	3.332	.003
	Pelatihan	.281	.134	.234	2.091	.047
	Kompensasi	.345	.152	.287	2.266	.032
	Kompetensi	.230	.108	.197	2.131	.043

Based on table 7, it is known that the variables Recruitment, Training, Compensation and Competency have a positive and significant effect on employee performance. This is because all independent variables in this study have a significance value of <0.05

b. Discussion

The results of this research show that there is a positive and significant influence of Recruitment, Training, Compensation and Competency on employee performance. The employee recruitment process is something that really determines employee performance. This is because a good and effective recruitment process can ensure that the company gets candidates who best suit the company's needs and culture. Proper recruitment also helps in

finding individuals with appropriate skills, experience and characteristics, so that they can contribute optimally to achieving company goals. In addition, a good recruitment process can increase employee retention and reduce costs associated with employee turnover, because employees who feel suited to their position and work environment tend to be more loyal and productive.

Training is also a very important factor in improving employee performance. This is because effective training can improve employees' skills and knowledge, so that they are better able to carry out their duties and responsibilities better. Training also helps employees to stay updated with the latest developments in industry, technology, and best practices, which in turn can increase efficiency and innovation in their work so that employee performance increases.

The next factor that is also important is providing compensation. The impact of compensation is increasing employee motivation and job satisfaction. When employees feel that they are well-rewarded through salary, bonuses, and other benefits, they tend to be more enthusiastic and committed to performing well. Additionally, adequate compensation can reduce employee turnover rates, as they are more likely to remain loyal to companies that reward them appropriately for their contributions. Good compensation can also attract the best talent in the labor market, which can ultimately improve the quality of the team and the overall performance of the company.

Competency really determines employee performance, this is because competence includes the knowledge, skills and attitudes needed to carry out tasks effectively. Employees who have adequate competence can work more efficiently, produce high quality work, and are able to solve problems that arise in the workplace. Apart from that, good competencies also enable employees to adapt to changes and new challenges, and contribute optimally to achieving organizational goals. Without adequate competency, employees may face difficulties in carrying out their duties, which can ultimately affect productivity and overall work results.

4. Conclusions and Suggestions

Based on the research results, it was found that there was a positive and significant influence of recruitment, training, compensation and competency variables on employee performance. These four variables are dimensions of talent management. This shows that if a company can implement talent management then the performance of employees in the company can certainly increase.

Some of the limitations of this research include the number of respondents being only 30 people and only 4 independent variables used, therefore the suggestion from this research is that further researchers can develop the research by adding research variables and increasing the research sample.

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