



The Impact of Recruitment Compensation and Training on Employee Performance in PT ABC

Febri Rakhmawati Arsj

Department of Management, Faculty of Economics and Business, Asian Banking Finance and Informatics Institute Perbanas, Jakarta, Indonesia

febirakhma@gmail.com

Abstract

This study aims to analyze the impact of recruitment, compensation, and training on employee performance at PT. ABC. The research uses a quantitative method. A total of 111 respondents were selected through a saturated sample, and data was collected using a questionnaire. The questionnaire data were analyzed using statistical models with SPSS version 24 software. The findings of this study reveal that (1) the Recruitment variable significantly affects employee performance, (2) the Compensation variable does not significantly affect employee performance, and (3) the Training variable has a significant partial effect on employee performance. Meanwhile, the simultaneous significance test shows that Recruitment, Compensation, and Training collectively influence employee performance.

Keywords: Recruitment; Compensation; Training; Employee Performance.

1. INTRODUCTION

Human Resources (HR) play a crucial role in the operations of a company. Typically, company leaders expect optimal performance from each employee in carrying out their assigned tasks. HR is seen as an active individual in performing their role and is considered an asset to the company, one that can be measured quantitatively. HR becomes the driving force within the company. Without the presence of qualified human resources, a company cannot operate effectively. Therefore, to achieve the desired goals, companies need to continuously improve and maintain the performance of their employees.

PT. ABC is an information technology company that focuses on the development of Contact Center Systems and Collection Systems. Founded in 2001, the company initially had only 10 employees and developed just one product, the Basic Telephony Solution. However, as business competition grew and companies offering similar products and services emerged, PT. ABC expanded its offerings.

PT ABC is facing difficulties in its development. The author observes several factors that have caused PT ABC to experience a decline in business competitiveness. These factors include the increasing number of competitors offering more diverse products and services, which have allowed them to reach a broader consumer base. The author also notes internal factors within the company, such as issues with employee performance, which are considered less than optimal.

PT ABC is currently facing several issues that should receive significant attention, particularly in its employee recruitment strategy. The employees filling various positions within the company have not undergone an optimal recruitment process. This can be seen in the lack of depth in the hiring procedures, as the recruitment methods are still considered outdated. Recruitment is mainly conducted through job portals, social media, and other traditional sources, with interview techniques that do not thoroughly assess candidates. Additionally, the company still relies heavily on internal recruitment

Article info

Received 17 Desember 2025

Revised 23 Desember 2025

Accepted 28 Desember 2025

febirakhma@gmail.com

Copyright@2025. Published by Jurnal Prima Manajemen – Al -Afif

processes, such as re-calling former employees or hiring based on referrals from existing staff. This could lead to a high level of subjectivity in the recruitment process.

The author believes that this situation will result in positions within the company being filled by employees who have closer relationships with other employees, rather than being selected based on their competence for the role. According to Table 1.1 below, the author observes that the recruitment of employees at PT ABC is still predominantly composed of male employees, which is significantly higher compared to female employees. The author believes that the high number of male employees has affected their performance. This is evident in the large number of male employees who often engage in conversations, gather in groups, and appear less effective in their work, as they share emotional connections due to the recruitment process mentioned above.

Table 1.1 Employee Recruitment 2020-2023

Gender	2020	2021	2022	2023
Man	3	6	12	17
Woman	4	4	4	4

Source: (Data Processed By The Author, 2024)

Employees hired by a company certainly require remuneration or wages. The goal of employees is to receive fair and adequate compensation. A compensation scheme that is effectively managed will impact employee motivation and work productivity (Saputra, 2022). Any payment made to employees as a result of their work is referred to as employee compensation. This compensation consists of two main components: indirect compensation (financial benefits such as insurance paid by the employer and vacation time) and direct compensation (wages, salaries, incentives, commissions, and bonuses). Employers can provide direct financial payments to employees based on increased time or performance. (Dessler, 2020). At PT. ABC, the compensation received by employees includes salary, bonuses, insurance, and allowances.

Based on data from the Central Statistics Agency of the DKI Jakarta Province, it is known that the Provincial Minimum Wage (UMR) for DKI Jakarta in 2024 is IDR 5,067,381. However, according to salary data from PT. ABC, it can be seen that 47 employees receive salaries below IDR 5,000,000, indicating that the company has not fully complied with the DKI Jakarta UMP.

Table 1.2 Employee Monthly Salary PT. ABC

Salary Per Month	Amount	Percentage
< Rp5.000.000	47	42.3%
Rp5.000.000 - Rp10.000.000	36	32.4%
Rp10.000.000 - Rp15.000.000	15	13.5%
Rp15.000.000 - Rp20.000.000	4	3.6%
> Rp20.000.000	9	8.1%
Jumlah	111	100%

Source: (Data Processed By The Author, 2024)

Improving employee performance involves not only hiring qualified staff but also providing compensation based on their contributions. To enhance employee contributions, every staff member must complete several training programs. Providing training to employees is a human resource management strategy commonly used by companies to improve employee performance. This program is not only intended for new employees but also for those who have been with the company for a long time. The training is designed to help employees develop their skills and knowledge, with the

expectation that it will improve their performance (Tondang, 2023). PT ABC expects all of its employees to possess high levels of intelligence, loyalty, knowledge, and motivation. All PT ABC employees are encouraged to embrace a spirit of growth, learning, and healthy competition. In this regard, PT ABC conducts training programs such as leadership, Occupational Health and Safety (K3), security training, and various other programs to strengthen the organization in terms of intellectual and physical capabilities.

Employee performance is one of the key factors that influence the success and sustainability of a company. Every company expects its employees to meet specific targets and standards in order to support the achievement of long-term goals. Therefore, measuring and improving employee performance has become a priority for management in managing the available human resources. Good performance not only contributes to achieving the company's objectives but also enhances its competitiveness in an increasingly competitive market.

However, despite the company's efforts to implement various policies and programs to improve employee performance, there is often a discrepancy between management's expectations and the reality on the ground. Several factors, such as insufficient compensation, lack of training, errors in employee recruitment methods, unproductive working conditions, and unclear performance measurements, are often the main causes of low employee performance. In addition, the influence of company culture and leadership also plays a significant role in how employees carry out their tasks and achieve the targets set for them.

As time progresses, companies need to become increasingly diligent in analyzing and identifying the factors that can affect employee performance. Various systematic and data-driven approaches are necessary to ensure that employee performance management is carried out effectively and efficiently. On the other hand, challenges still exist in evaluating and fully understanding both internal and external factors that influence employee performance in a more specific context, whether within a particular industry sector or at the individual level.

This study aims to identify and analyze the factors that influence employee performance at PT ABC and provide recommendations for improving employee performance through more targeted strategies. It is hoped that the results of this research will contribute positively to the company by enhancing its productivity and competitiveness in the market.

Based on the factors mentioned above, the author has conducted a study focused on employee recruitment, compensation, and training, which is expected to address various issues and contribute to improving and enhancing employee performance at PT ABC.

2. LITERATURE REVIEW

2.1 Human Resource Management

An organization needs to engage in strategic activities to optimize employee performance and satisfaction. These activities include planning, recruitment, training, and compensation, with a focus on developing skills and motivating team members. Human resource management is crucial to ensure that the organization has competent employees who are committed to the long-term success of the company.

(Dessler, 2020) Human Resource Management (HRM) is defined as the systematic management of recruitment, training, evaluation, and compensation of employees, along with handling labor relations, employee welfare and safety, and ensuring compliance with principles of fairness.

2.2 Employee Performance

According to Armstrong (2021), Performance encompasses results (output), behavior, or a combination of both. Performance results refer to the final achievements of tasks performed, which are closely related to organizational goals and customer satisfaction. On the other hand, performance as behavior evaluates the actions of employees in carrying out their tasks, which must be measurable and aligned with organizational objectives. A comprehensive approach to performance includes an assessment of both the outcomes achieved and the methods used to achieve them.

According to Mangkunegara (In Novellya & Somantri, 2020) It is stated that employee performance can be measured individually using four performance indicators, which are: Quality, Quantity, Task Execution, and Responsibility.

2.3 Recruitment

Recruitment is a systematic initiative carried out to acquire the human resources needed to fill specific open positions. Furthermore, recruitment involves the deliberate management of human resource composition in a balanced and aligned manner with organizational needs through a selection process. (Arifin, 2022).

According to Hasibuan (In Novellya & Somantri, 2020) Here are several indicators of recruitment, including: Recruitment basis, Recruitment sources, and Recruitment methods.

2.4 Compensation

Compensation is defined as income in the form of money, whether direct or indirect, as a form of reward from the company. The indicators of compensation for employees vary, including salary, wages, incentives, allowances, and facilities & amenities. (Saputra, 2022).

Hasibuan in Handoko & W (2021) It is explained that compensation indicators are divided into five categories: Salary, Wages, Incentives, Allowances, and Facilities.

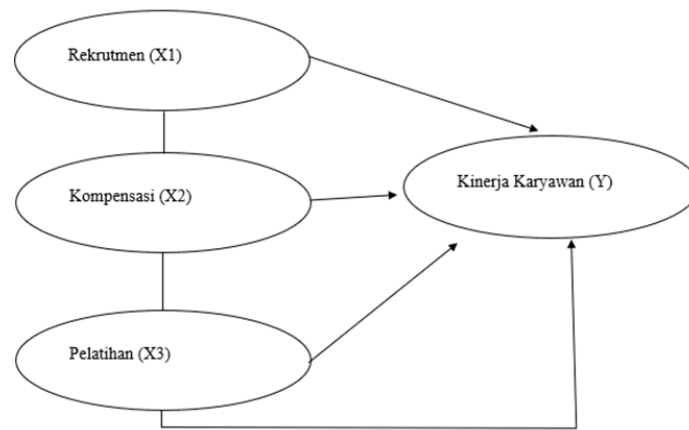
2.5 Training

According to Rateb J (in Andayani & Hirawati, 2021), Training is a structured process in which individuals acquire the knowledge, skills, experience, and attitudes necessary for the organization to perform their tasks effectively and achieve organizational goals.

According to Kirkpatrick (dalam Tamsuri, 2022) Training indicators are divided into four categories, which are as follows: Reaction, Learning, Behavior, and Results.

3. METHODOLOGY

This study is a descriptive research using a quantitative approach with primary data collected through a survey method, employing questionnaires distributed to 111 respondents from PT. ABC located in South Jakarta. The collected data will then be analyzed using a Likert scale and statistical models through the SPSS software version 24.



Picture 3.1 Framework
 Source: (Data Processed By The Author, 2024)

4. RESULTS AND DISCUSSION

4.1 RESULTS

The statistical analysis of the data obtained from the questionnaires distributed to PT ABC employees will be conducted. The data will be collected in the following:

4.1.1 Research Data Analysis

4.1.1.1 Respondent Characteristics

The data analysis of 87 respondents in this study reveals the characteristics of gender, length of service, education level, and monthly salary of the respondents, as presented in Table 4.1 below:

Table 4.1 Respondent Characteristics

Characteristic	Type Of Characteristic	Respondent Amount	Percentage Amount	Total Percentage
Gender	Man	51	59%	100%
	Woman	36	41%	
The Length of service employee	1 - 5 Years	58	67%	100%
	6 - 10 Years	10	11%	
	11 - 15 Years	8	9%	
	> 15 Years	11	13%	
Level of Education	SD/SMP/SMA	37	33.3%	100%
	D1/D2/D3	17	15.3%	
	S1/S2/S3	57	51.4%	
Salary Per Month	< 5 Million	26	30%	100%
	5 -10 Million	33	38%	
	10 - 15 Million	15	17%	
	15– 20 Million	4	5%	
	> 20 Million	9	10%	

Source: (Data Processed By The Author, 2024)

4.1.1.2 Respondent Assessment of Variables

According to the data findings from 87 respondents, who are employees of PT. ABC, a questionnaire was distributed to obtain trends in responses for each variable. To analyze the data, it is necessary to refer to the range of score responses.

Table 4.2 Description of Respondent Statement Assessment PT. ABC

Variable	Questions	Skor	Category
Recruitment (X1)	In the job vacancy information, my company includes a clear job description.	353	High
	In the job vacancy information, my company lists the appropriate academic qualifications for the available position.	371	Very High
	In the job posting information, my company lists the technical skills required for the available position.	367	Very High
	When recruiting, my company ensures complete data in the form of proof of work experience because this is considered important.	367	Very High
	My company selects the best candidate employees objectively, at the right time, and according to the company's needs.	347	High
	My company uses a variety of external channels (such as job advertisements, online career portals) to attract quality candidates.	353	High
	When attending a job fair, recruiters from my company were able to attract job applicants.	331	High
	My company uses recruitment methods, both open recruitment (for the public) and closed (for certain people only), which are adjusted to the company's needs.	355	High
	When using open or closed methods, my company recruits without distinguishing between gender, ethnicity, race, religion and social status.	370	Very High
	Compensation (X2)	The salary I receive is in accordance with my work	353
The salary I receive is competitive compared to industry standards for similar positions.		303	High
The wages I receive are commensurate with the hours I spend on my job.		317	High
The wages I receive reflect my contribution and performance at work.		316	High
The company provides incentives if I work overtime		351	High
The company provides incentives if the company's targets are achieved.		346	High
The company provides insurance benefits, BPJS Health and Employment.		383	Very High
The benefits I receive support my work life in this company.		351	High
The company provides me with facilities in the form of meal money, transportation and other things when there are office needs.		365	High
My company offers comfortable work facilities that support productivity.		363	High
Training (X3)	The training materials provided by the company regarding the skills I must have are clear and complete.	328	High
	The supporting facilities available are very helpful in training activities.	327	High
	The duration and schedule of training implemented by my company is appropriate and also adjusted to employee abilities.	319	High
	I gained a lot of new knowledge from the training activities.	341	High

	I learned well about how to behave and act in the workplace.	359	High
	The skills I need are further honed during the training.	345	High
	After attending the training, I can apply all the knowledge that has been taught to my daily work.	344	High
	After attending the training, I can apply all the skills that have been taught well to my daily work.	349	High
	After attending the training, I was able to work more efficiently.	344	High
	I feel at home working in my company because I feel well guided.	332	High
	Employee training has resulted in improved performance of my company.	343	High
Employee Performance (Y)	The work results meet the criteria set by the company.	328	High
	I receive positive feedback from coworkers or superiors regarding the quality of my work.	338	High
	The work results meet the predetermined targets.	343	High
	The work results are in accordance with the specified time.	327	High
	I complete the work carefully and thoroughly.	353	High
	I complete the work with the company's standard operating procedures.	361	High
	I take the initiative to find alternative solutions when facing challenges or problems at work.	364	High
	I ensure that the decisions I make take into account their impact on the work team and the company as a whole.	373	High

4.1.1.3 Test of Determination Coefficient (R²)

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.745 ^a	.555	.539	3.905	.555	34.559	3	83	.000

a. Predictors: (Constant), Pelatihan, Kompensasi, Rekrutmen

Picture 4.1 Test of Determination Coefficient
Source: (Data Processed By The Author, 2024)

The image above shows the relevant coefficient of determination (r-square) value of 0.539, which defines that 53.9% of the variation in the Y variable (employee performance) depends on the variables of recruitment, compensation, and training. The remaining 46.1% is influenced by other factors outside the scope of this research/thesis.

4.1.1.4 Simultaneous Test (F Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1581.117	3	527.039	34.559	.000 ^b
	Residual	1265.780	83	15.250		
	Total	2846.897	86			

a. Dependent Variable: Kinerja Karyawan
 b. Predictors: (Constant), Pelatihan, Kompensasi, Rekrutmen

Picture 4.2 Simultaneous Test
 Source: (Data Processed By The Author, 2024)

Recruitment (X1), Compensation (X2), and Training (X3) were evaluated using an F-test to determine whether all independent variables influence employee performance (Y). Referring to Picture 4.2, the p-value is 0.000b, which is below 0.05, and the F-value is 34.559, which is higher than the F-table value of 2.71. This indicates that the factors of recruitment, compensation, and training have a positive and significant impact on employee performance.

4.1.1.5 Partial Test (T Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.840	2.541		3.086	.003
	Rekrutmen	.381	.116	.439	3.296	.001
	Kompensasi	.067	.094	.082	.711	.479
	Pelatihan	.175	.082	.275	2.139	.035

a. Dependent Variable: Kinerja Karyawan

Picture 4.3 Partial Test
 Source: (Data Processed By The Author, 2024)

Referring to the findings above, the t-test is divided into recruitment (X1), compensation (X2), and training (X3), which individually demonstrate the ability to influence employee performance (Y) based on several criteria, that is:

- a) The recruitment variable has a t-calculated value of 3.296, which is greater than the t-table value of 1.989, with a significance level of $\alpha = 0.001$, which is below 0.05. This indicates that recruitment has a positive and significant effect on employee performance.
- b) The compensation variable has a t-calculated value of 0.711, which is less than the t-table value of 1.989, with a significance level of $\alpha = 0.479$, which is above 0.05. This indicates that the compensation variable does not have a positive and significant effect on employee performance.
- c) The training variable has a t-calculated value of 2.139, which is greater than the t-table value of 1.989, with a significance level of $\alpha = 0.035$, which is below 0.05. This indicates that training has a positive and significant effect on employee performance.

4.1.1.6 Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.840	2.541		3.086	.003
	Rekrutmen	.381	.116	.439	3.296	.001
	Kompensasi	.067	.094	.082	.711	.479
	Pelatihan	.175	.082	.275	2.139	.035

a. Dependent Variable: Kinerja Karyawan

Picture 4.4 Multiple Linear Regression Analysis
Source: (Data Processed By The Author, 2024)

According to the results above, the regression equation obtained from the regression test is:

$$Y = 0.439X_1 + 0.082X_2 + 0.275 X_3$$

- a) X1 (Recruitment) has a value of 0.439 with a significance value (Sig.) of 0.01. This indicates that the recruitment variable has a significant positive impact on employee performance (Y), as the Sig. value is < 0.05.
- b) X2 (Compensation) has a value of 0.082 with a significance value (Sig.) of 0.479. This indicates that the compensation variable does not have a significant impact on employee performance, as the Sig. value is > 0.05.
- c) X3 (Training) has a value of 0.275 with a significance value (Sig.) of 0.035. This indicates that the training variable has a significant and positive impact on employee performance, as the Sig. value is < 0.05.

Based on the data above, it can be concluded that the variable that makes the greatest contribution to employee performance is recruitment.

4.2 DISCUSSION

4.2.1 The Influence of Recruitment on Employee Performance

Table 4.2 presents the results of the questionnaire recap, which consists of 9 statements directly related to the recruitment variable (X1). The findings show that, overall, all statements in the recruitment variable were accepted by all employees as respondents. This can be seen from the average score of 357,1, which falls into the high category. All items within the recruitment variable consist of 9 statements, and their validity is proven by the calculated r-value exceeding the table r-value (0.187). It is suggested that the statement items used to assess the recruitment variable could be expanded in future testing. This study’s findings indicate that recruitment has a significant impact on employee performance. With a t-value of (3.296) > (1.989) and a significance level of 0.001 < 0.05, the recruitment variable is determined to influence employee performance.

4.2.2 The Influence of Compensation on Employee Performance

Table 4.2 presents the results of the questionnaire recap, which consists of ten statements directly related to the compensation variable (X2). The findings show that, overall, all statements in the compensation variable were accepted by all employees as respondents. This can be seen from the average score of 344.8, which falls into the high category. It is suggested that the statement items used to assess the compensation variable could be expanded in future testing. The findings of this study indicate that compensation

does not have a significant negative effect on employee performance. Given that the t-value (0.711) is greater than (1.989) and the significance level of 0.479 is greater than 0.05, it can be concluded that compensation does not affect employee performance.

4.2.3 The Influence of Training on Employee Performance

Table 4.2 presents the results of the questionnaire recap, which includes eleven statements directly related to the compensation variable (X2). The findings clarify that, overall, all statements in the compensation variable were accepted by all employees as respondents. This can be seen from the average score of 399.1, which falls into the high category. It is suggested that the statement items used to assess the compensation variable could be expanded in future testing. The findings of this study clarify that compensation does not have a significant negative effect on employee performance. With a t-value of (2.139) greater than (1.989) and a significance level of $0.035 < 0.05$, it can be concluded that the compensation variable does not affect employee performance.

4.2.4 The Influence of Recruitment, Compensation and Training on Employee Performance

The questionnaire recap, which includes eight statements directly related to the employee performance variable (Y), is shown in Table 4.2. The findings clarify that, overall, all statements in the performance variable were accepted by all employees as respondents. This can be seen from the average score of 348.4, which falls into the high category. The employee performance variable consists of eight statements, all of which were successfully validated because the calculated r-value exceeded the table r-value (0.187). It should be noted that the statement items used to assess employee performance factors can be expanded in future testing. The findings of the simultaneous test (F-test) shown in Figure 4 above reveal a significance value of 0.000, which is below 0.05. The calculated F-value of 34.559 exceeds the F-table value of 2.71. Based on this, it can be concluded that we can accept H_04 and reject H_04 , indicating that the recruitment, compensation, and training variables, both individually and collectively, positively and significantly affect the employee performance components.

5. CONCLUSIONS

Based on the research conducted on recruitment, compensation, and training in relation to employee performance, the following conclusions can be drawn:

- 1) The results of the hypothesis test using the t-test show that the recruitment variable has a positive and significant impact on employee performance. This means that the higher the recruitment of employees at PT. ABC, the higher the employee performance will be.
- 2) The results of the hypothesis test using the t-test between the compensation variable indicate that there is no significant impact of compensation on employee performance at PT. ABC. This means that the presence of compensation does not have a sufficient effect or lead to an improvement in employee performance.
- 3) The results of the hypothesis test using the t-test between the training variables show a positive and significant impact on employee performance. This indicates that the more training employees at PT. ABC receive, the higher their performance will be.
- 4) The results of the hypothesis test using the F-test between the recruitment, compensation, and training variables on employee performance show that the recruitment, compensation, and training variables have a positive and significant effect on employee performance. Therefore, the fourth hypothesis of this study is accepted. This means that the better the recruitment, compensation, and training, the more the company can improve employee performance at PT. ABC.

REFERENCES

- Abbas, R., & Astuty, P. (2023). The Effect of Compensation and Motivation on Employee Satisfaction and Performance at PT Pasma Karya Indonesia. *Journal Research of Social Science, Economics, and Management*, 2(10), 2488–2497. <https://doi.org/10.59141/jrssem.v2i10.473>
- Andayani, T. B. N., & Hirawati, H. (2021). Pengaruh Pelatihan Dan Pengembangan Sdm Terhadap Kinerja Karyawan Pt Pos Indonesia Cabang Kota Magelang. *Jurnal Ilmiah Manajemen Ubhara*, 3(2), 11. <https://doi.org/10.31599/jmu.v3i2.982>
- Arifin, N. (2022). *Manajemen Sumberdaya Manusia: Teori Dan Kasus*. Universitas Islam Nahdlatul Ulama.
- Armstrong, M. (2021). Armstrong's Handbook of Strategic Human Resource Management. In *Jurnal Sains dan Seni ITS* (Vol. 6, Issue 1). Kogan Page Limited. <http://repositorio.unan.edu.ni/2986/1/5624.pdf><http://fiskal.kemenkeu.go.id/ejournal><http://dx.doi.org/10.1016/j.cirp.2016.06.001><http://dx.doi.org/10.1016/j.powtec.2016.12.055><https://doi.org/10.1016/j.ijfatigue.2019.02.006><https://doi.org/10.1>
- Dessler, G. (2020). *Human Resources Management*.
- Ghozali, I. (2019). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 25 Edisi 9*.
- Handoko, S. D., Wibowo, N. M., & Hartati, C. S. (2021). Analisis Pengaruh Lingkungan Kerja, Kepemimpinan Dan Kompensasi Terhadap Kinerja Pegawai Melalui Kepuasan Kerja. *Jurnal EMA*, 6(1), 17–26. <https://doi.org/10.47335/ema.v6i1.61>
- Hermawan, I., Idris, M., & Choiriyah, C. (2022). Pengaruh Rekrutmen, Pelatihan Kerja, Kompensasi dan Budaya Organisasi terhadap Kinerja Karyawan pada Bank Sumsel Babel Cabang Palembang. *Jurnal Nasional Manajemen Pemasaran & SDM*, 3(4), 158–176. <https://doi.org/10.47747/jnmpsdm.v3i4.904>
- Irawan, S., Rezeki, F., Ramdani, M., & Setiawan, A. (2024). Pengaruh Pelatihan Dan Pengembangan Sumber Daya Manusia Terhadap Kinerja Karyawan Pt . Raja Rasa Kuliner (Dkriuk Fried Chicken) Bogor. 2, 317–326.
- Khodijah, T. S., & Pasca, Y. D. (2023). Kompensasi dan Kepuasan Kerja Dalam Meningkatkan Kinerja Karyawan. *Journal of Innovation in Management, Accounting and Business*, 2(2), 78–87. <https://doi.org/10.56916/jimab.v2i2.390>
- Kusumawardani, A. P., Isyanto, P., & Yani, D. (2023). Pengaruh Rekrutmen Terhadap Kinerja Karyawan PT. Bank Tabungan Negara (Persero) Tbk. Kantor Cabang Karawang. *CEMERLANG: Jurnal Manajemen Dan Ekonomi Bisnis*, 3(3), 241–248. <https://doi.org/10.55606/cemerlang.v3i3.1332>
- Laing, I. F. (2021). The impact of training and development on worker performance and productivity in public sector organizations: A case study of Ghana Ports and Harbours Authority. *Business and Strategic Management*, 21(1), 1–9. <https://doi.org/10.1016/j.solener.2019.02.027><https://www.golder.com/insights/block-caving-a-viable-alternative/>
- Meiyer, S. (2020). Pengaruh Rekrutmen Seleksi dan Penempatan Karyawan terhadap Kinerja Frontliner pada Bank BNI Kantor Cabang Salatiga. *BISECER Business Economic Entrepreneurship*, 3(02), 90–97. <http://repository.undaris.ac.id/id/eprint/1401>
- Michael, M., Pujiarti, P., & Andy, A. (2023). The Effect Of Training, Career Path, And Compensation On Employee Performance At Pt Gosyen Pacific Suskesmakmur. *Primanomics : Jurnal Ekonomi & Bisnis*, 21(2), 169–176. <https://doi.org/10.31253/pe.v21i2.1917>
- Novellya, T., & Somantri, B. (2020). Adakah Pengaruh Sistem Rekrutmen terhadap Kinerja Karyawan Bagian F4 Cell 11C PT Pratama Abadi Industri (JX)? *Winter Journal*, 1(2), 215–217. <https://doi.org/10.1090/nml/050/92>

- Nurbaya, S. (2020). *Manajemen Sumber Daya Manusia di Era Revolusi Industri 4.0*. CV. Nas Media Pustaka.
- Octaviani, A., & Pujiyanto, R. (2022). *Manajemen Sumber Daya Manusia*. PUSTAKABARUPRESS.
- Ramdhan, M. (2021). *Metode Penelitian*. Cipta Media Nusantara.
- Sagita, I. W. A., Landra, N., & Puspitawati, N. M. D. (2020). Pengaruh Rekrutmen, Pelatihan Dan Kompensasi terhadap Kinerja Karyawan Pada Mercure Bali Harvestland Kuta –Badung. *JUIMA: Jurnal Ilmu Manajemen*, 10(2), 28–35.
- Santosa, S., & Luthfiyyah, P. P. (2020). Pengaruh Komunikasi Pemasaran terhadap Loyalitas Pelanggan di Gamefield Hongkong Limited. *Jurnal Bisnis Dan Pemasaran*, 10(1), 1–7.
- Saputra, A. A. (2022). Pengaruh Kompensasi, Lingkungan Kerja dan Beban Kerja Terhadap Kepuasan Kerja Karyawan. *Technomedia Journal*, 7(1), 68–77. <https://doi.org/10.33050/tmj.v7i1.1755>
- Suhaila, S., Suryani, W., & Pribadi, T. (2021). Pengaruh Rekrutmen Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. Brataco Medan. *Jurnal Ilmiah Manajemen Dan Bisnis (JIMBI)*, 2(2), 153–160. <https://doi.org/10.31289/jimbi.v2i1.457>
- Tamsuri, A. (2022). Literatur review penggunaan metode Kirkpatrick untuk evaluasi pelatihan di Indonesia. 2(8).
- Tijow, G., Areros, W. A., & Rumawas, W. (2021). Pengaruh Rekrutmen dan Penempatan Kerja Terhadap Kinerja Karyawan PT. Telkom Manado. *Productivity*, 2(1), 26–30.
- Tondang, I. S. (2023). Pengaruh Pelatihan Dan Pengembangan Serta Lingkungan Kerja Terhadap Kinerja Karyawan. *Journal Publicuho*, 6(1), 267–275. <https://doi.org/10.35817/publicuho.v6i1.118>
- Winarta, I. K. D. A., & Mahayasa, I. G. A. (2022). Meningkatkan Prestasi Kerja Karyawan Melalui Peningkatan Rekrutmen, Motivasi, Dan Pelatihan. *Widya Amrita: Jurnal Manajemen, Kewirausahaan Dan Pariwisata*, vol 2(2), 562–569.