Conference Paper

The Influence of Recruitment, Training, and Motivation Systems on Employee Performance Bank Mandiri Latumentten Branch West Jakarta

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Abstract.
Employee performance is crucial in assessing one's capacity to compete in the workplace. Good performers will be able to help the business achieve its objectives. This investigation on employee performance takes the shape of a proposed study. This study aims to determine the effect of recruitment, training, and motivation on employee performance. Companies must be able to implement sound strategies and make changes to HR management because business conditions are constantly changing. The fulfillment of HR through recruitment will greatly determine the development of an organization because HR is the most important source of capital. In conducting recruitment, you must look for human resources with competencies that match the company needs. Furthermore, the company must have a clear and measurable training program so that the HR recruited are able to complete all their work properly. Moreover, the role of motivation also determines a person's work as expected by the company. Many previous studies have stated that there is a link between recruitment, training, and motivation on employee performance. The results are still in the form of a proposal study; for more details whether there is an effect of each variable, it is necessary to analyze research data.

Keywords: recruitment, training, motivation, employee performance

1. Introduction

Companies must manage their human resources effectively in order to lead, manage, and use their workforce in a productive manner to meet their objectives. To strike a balance between employees' requirements and the demands of and competence of the organization in producing performance, human resources in the company must be handled properly [1]. Human resource management, often known as management operations linked to hiring, developing, maintaining, and terminating employees in a firm, is the control of human resources [2].

To accomplish the goals, effective human resource management is crucial. For each job that an employee performs for the organization, managers desire the best performance possible. The business is aware that human resources are both its and the country's primary source of wealth. This means that improving and directing the quality of human resources is necessary in order to fulfill the company's objectives [3]. To achieve high company performance, human resources and employees in the company must have high performance.

In order to better sustain the company's survival, leaders must always pay special attention to their workforce, including during the hiring process, job training, motivation, and performance. The attainment of corporate objectives will be made easier by the company's greater performance. Performance is the outcome of an employee's achievement of quality and quantity of work while carrying out his duties in accordance with those assigned [4]. Performance can be measured, is concrete, and is the result of individual work in a company [5].

One of the activities to manage human resources in achieving high performance is recruitment, job training, and motivation. Recruitment is a way of finding and binding well prospective employees to apply for employment. Recruitment is a series of activities carried out in an organized manner. This is to get prospective employees who meet the requirements demanded in a certain position and are needed by the company [6]. In essence, the purpose of recruitment is to fulfill the company's needs in terms of human resources [7]. Recruitment with the entire process is expected to enable the company to achieve expectations in order to obtain qualified and professional human resources and are adjusted to the company's criteria.

Training needs to be given to all employees, both managerial employees and operational employees, in achieving performance. Wisnu Wardani Sutarno Putro and Siti Laela cite Rivai as saying that training is a component of education that relates to learning procedures to obtain and improve talents outside of the educational system that favors practice over theory [8]. The purpose of the training is very useful for each employee to increase insight and knowledge according to each field. So that employees can solve work problems experienced.

In realizing the expected target, employees need to have high motivation so that success can be obtained. Rivai and Sagala, as cited by Sandhi Fialy Harahap and Satria Tirtayasa, define motivation as a collection of attitudes and values that persuade a person to take action in line with his or her goals. These unseen attitudes and beliefs provide motivation for someone to act in a way that will help them attain their goals [9]. Motivation can also be a determinant of success. If the company does not have

motivation, then the goals and targets cannot be achieved. The process of motivation begins with the recognition of needs. One of the reasons the process becomes complex is that each employee has different needs, so the work motivation of employees is also different. The higher the work motivation of employees, the higher the influence on employee performance.

The object of this research was carried out at Bank Mandiri Latumenten Branch, West Jakarta. Bank Mandiri Latumenten Branch West Jakarta is a company engaged in finance, therefore banking companies are related to finance. The three major tasks performed by banking institutions are money collection, money distribution, and other banking services. One of Indonesia's top banks, Bank Mandiri serves clients in the corporate, commercial, micro- and small-enterprise, consumer finance, and Treasury & international business sectors.

Bank Mandiri is a state-owned banking company that is engaged in market needs, providing maximum profit to stakeholders. The company always develops professional human resources and carries out open management that cares about the surrounding environment [10]. Bank Mandiri Latumenten West Jakarta Branch has provided a briefing on the company's vision and mission as well as job descriptions of each. However, in practice, management continues to monitor and provide training to develop skills and improve the performance of human resources.

2. Formulation of the Problem

The research problem has the following formulation in light of the background information provided above:

1. Is there any influence of recruitment on employee performance at Bank Mandiri West Jakarta Latumenten branch?

2. Is there any influence of training on employee performance at Bank Mandiri West Jakarta Latumenten branch?

3. Is there any influence of motivation on employee performance at Bank Mandiri West Jakarta Latumenten branch?

4. Is there any influence of recruitment, training, and motivation on employee performance at Bank Mandiri West Jakarta Latumenten branch?

3. Literature Review

3.1. Recruitment

According to Soenjoto et al [11], finding and enticing potential employees who are qualified to apply for jobs is the process of recruitment. This procedure begins with the search for applicants and concludes with the submission of those applications. The effectiveness of this withdrawal procedure is crucial since it determines the caliber of the organization's human resources. Meanwhile, according to Munawaroh and Hamdi [12], Finding and acquiring potential employees in sufficient number and quality so that the firm can choose the best candidates to fill the open positions is another definition of recruitment.

Winatha [13] describes recruitment as a process used to find new employees to fill open positions in the company's operating divisions. In its most basic form, recruitment is the process of identifying and luring candidates who are qualified to work for a firm. Such a procedure starts with the recruitment of candidates and concludes with the employer's submission and acceptance of their applications. The end result is a list of candidates from which new hires will be chosen. Additionally, recruitment can be defined as the process of obtaining numerous competent human resources to fill open positions or jobs within an organization.

Based on the understanding that recruitment is an effort to get a number of potential employees who meet the requirements to become company employees [14]. There are 3 important factors:

1. Job Vacancies

2. Recruitment Source

3. Recruitment Method

3.2. Training

Changes and organizational developments occur from time to time unavoidably, whether driven by changes in the scope of the organization itself or those intended to increase effectiveness. However, it can be felt that dealing with these changes is not easy, because changes are required to increase, both quantitatively and qualitatively. The terms development and training are frequently used interchangeably. Development refers to educational opportunities that are intended to help workers develop. Opportunities like this don't just pertain to initiatives to boost employees' effectiveness at their current jobs.

According to Elizar [15], Training is any effort made to increase a worker's performance in a specific job that they are responsible for or in a job that is relevant to their work. Training often has to contain a learning experience, scheduled activities, and design in response to identified needs in order to be effective. The ultimate purpose of training should be to help each worker realize their personal objectives.

The dimensions that are used as a measuring tool for training and can be explained as follows [16]:

1. Positive Model

2. Discovery Model

3. Small Group Technique

4. Programmed Learning

3.3. Motivation

According to Oktiani [17], Needs, wants, cravings, and drives are just a few of the words that have been used to characterize motivation or motive. And in this instance, the term "motivation" will be utilized, which is described as a personality trait that fosters a person's desire to engage in particular activities in order to accomplish goals. The driving force behind a person's activity to reach the aim of self-satisfaction is their motivation.

Biso and Ova [18] quotes the opinion of The Liang Gie provide a formulation that will motivate or encourage activities as follows:

"The work done by a manager in providing inspiration and encouragement to others, in this case, his employees to take action".

This encouragement seeks to energize individuals or groups of workers so that they are enthusiastic and capable of producing the required results. Next, motivation may be seen as a mental state and human mental attitude that supplies vigor, promotes activities or moves, and directs or channels behavior towards satisfying demands or reducing imbalances [19]. More details about motivation can be stated understanding according to Inaray [20] who states that motivation means giving a motive in moving someone or which can cause encouragement or circumstances. So, it can also be said that motivation is a factor that encourages people to act simply. Thus, motivation means a condition that encourages or causes a person to do an act/activity, which takes place consciously.

From this understanding, Inaray [19] adds that all theories of motivation start from the main principle that: "humans (a person) only do activities that are fun to do." This principle does not rule out the condition that in a state of compulsion someone may do something that he does not like. Activities that are driven by something that is not liked in the form of activities that are forced to be carried out tend to be ineffective and efficient. This also means that the main principle from a psychological point of view, for management on earth is to create conditions that are able to encourage every worker to carry out their duties with pleasure and satisfaction. In other words, management as a process of using other people to achieve a goal will only be effective and efficient.

Most employees' motivations for working are not just to meet their physical and biological demands; they also have psychological and social needs, all of which can boost employee morale. According to the time, circumstances, and experiences that are relevant, humans will be motivated to satisfy the most important demands in a hierarchy. According to Maslow's theory of the hierarchy of needs, motivation is a drive to work that develops in a person to meet their requirements. This theory focuses on factors within a person, that move, direct, support, and stop the behavior. Included in this theory group according to McClellandin [21] regarding the theory of needs are:

1. Need for achievement

2. The need for power

3. Relationship needs (need for affiliation)

3.4. Employee performance

According to Sharif [22], a worker's performance is the outcome of the quality and quantity of work he or she completes while carrying out the tasks assigned to him. In contrast, performance is an actual behavior that each person exhibits as a job performance that is generated in accordance with his or her role in the organization [23]. According to Sibhan and Lukitasari [24], performance is the outcome of work that can be completed by an individual or group within an organization using their respective rights and obligations in an effort to further the objectives of the organization in question while remaining morally and ethically upright and in compliance with the law.

Performance is defined as the work completed by a person in carrying out the responsibilities allocated to him based on skills, experience, sincerity, and time [25]. According to Catio and Sunarsi [26], performance is the outcome of work that an

individual or group of individuals can complete inside an organization in accordance with their respective rights and obligations to accomplish organizational goals.

Additionally, according to Waruwu [27], an individual's performance is essentially determined by what they do or do not do, which has an impact on how much they contribute to the organization. The following methods can be used to evaluate performance using the major criteria [28]:

1. Quality measurement that involves calculating the output of the process or the implementation of activities.

2. Quantity measurement involves the calculation of output that reflects the measurement of the level of satisfaction and how well it is completed.

Based on the above understanding, it can be concluded that performance is the work achieved by the individual following the role or task assigned to him, with the size or standard that applies to the company where the individual works. There are three dimensions of performance [29]:

1. Ability

2. Motivation

3. Work result

3.5. Framework

An employee's performance is determined by the quality and quantity of work he or she is able to produce while carrying out the tasks assigned to him or her. A system of hiring, training, and job motivation are factors that assist the performance of these individuals. The theoretical framework can be set up as follows in light of the previous description:

4. Research Methods

4.1. Research design

Quantitative research techniques are used in this study. Quantitative research methods are research techniques based on actual data, data in the form of numbers to be quantified using statistics as a calculating test tool, related to the issue being investigated
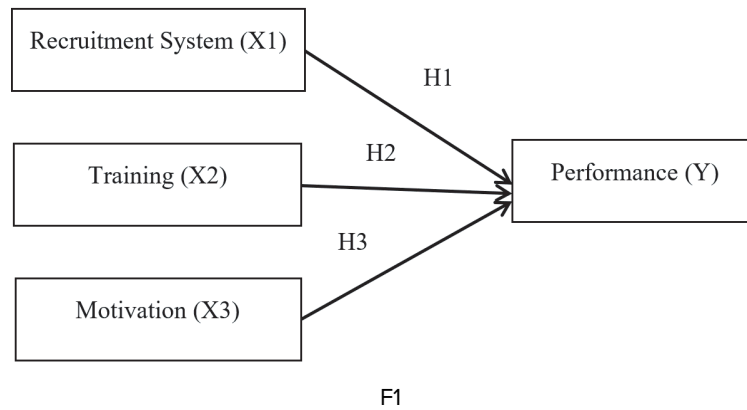
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Figure 1: Thinking framework.

to draw a conclusion [30]. In order to investigate the impact of hiring, training, and motivational practices on staff performance at the Bank Mandiri branch in Latumenten, this study employs multiple linear regression analysis.

4.2. Definition of variable operationalization

An independent variable is one that has an impact on or causes changes in the dependent variable [30]. Recruitment, training, and motivation were the independent factors in this study. The dependent variable is the one that is affected by or the outcome of the independent variable [30]. Employee performance is the dependent variable in this study.

4.3. Variable measurement

The Likert scale is the method of measuring in this study. The Likert scale is a gauge of people's attitudes, beliefs, and perceptions [30]. The following answer options are provided along with the respondent's response score for the statement:

TABLE 1: Likert scale.

Score	Answer
1	Strongly Disagree
2	Don't agree
3	Disagree
4	Agree
5	Strongly agree

The researcher uses the Likert scale as a research measurement tool because the scores used to answer the questionnaire are easy to understand and the scale is easier to process the data from the respondents' results.

4.4. Population and research sample

The population is the whole object of research. Sugiyono [30] states that the population is all the totals of each element to be studied that have the same characteristics, which can be individuals from a group, events, or something to be studied. The population in this study were employees of the Bank Mandiri Latumenten branch.

The population chosen as the subject of the study includes the sample. Sugiyono [30] asserts that the sample reflects the size and features of the population. Employees of the Bank Mandiri Latumenten branch made up the study's sample. Non-probability sampling is the technique utilized in this investigation. Non-probability sampling is a sampling approach that does not give each component or member of the population an equal chance to be chosen as a sample [30].

4.5. Data collection technique

Data collection techniques in this study used a questionnaire. The questionnaire is a data collection technique in the form of a statement given to the respondent to be answered [30]. The type of questionnaire used in this study is a closed questionnaire. The closed questionnaire is a questionnaire that is presented in such a way that the respondent only needs to put a cross (X) or other in the appropriate place [30].

4.6. Analysis method

4.6.1. Descriptive statistics test

Ghozali [31] states that descriptive analysis is a statistic used to analyze data by providing an overview of the data in terms of the average, minimum, maximum, and standard deviation values. In this study, the descriptive analysis describes the characteristics of respondents based on gender, age, position, and how long they have worked at the Bank Mandiri Latumenten branch.

4.6.2. Validity test

Ghozali [31] states that the validity test was used as a measuring tool to find out whether the data was valid or not on the questionnaire statement that had been answered. When the data in the statements are considered valid, the results of the r-count and r-table with a significance <0.05. Meanwhile, when the data in the statements are considered invalid, the results of r arithmetic r table with a significance > 0.05. In this study, each research instrument was tested for validity using the product moment formula from Pearson using rough numbers, namely:

$$\frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[\,n\,(\sum x^2)]\,[n(\sum y^2) - (\sum y^2)]}}$$

Information:

rxy : Coefficient of correlation between variables X and Y

x : Value of each item

y : Total Score

x^2: The sum of the squares of the variable X

y^2: The sum of the squares of the variable Y

N : Number of samples

4.6.3. Reliability test

According to Ghozali [31], the reliability test is a questionnaire measuring tool to determine the reliability of statements that are consistent from time to time. When the data on the statements are considered reliable then the result of Cronbach's alpha > 0.60. Meanwhile, when the data on the statements are considered unreliable, the result of Cronbach's alpha is < 0.60.

4.6.4. Multiple linear regression analysis

Multiple linear regression analysis was employed, according to Ghozali [31], to ascertain how the independent variable affected the dependent variable. Making decisions can benefit from statistical analysis. The T-test, F-test, and determinant coefficient are the three components of the multiple linear regression test. A multiple linear regression equation is as follows:

$Y = a + b\mathcal{X}1 + b\mathcal{X}2 + b\mathcal{X}3 + bY$

Information :

Y : Customer satisfaction

a : Constant

b : Regression coefficient

$\mathscr{X}1$: Recruitment

$\mathscr{X}2$: training

$\mathscr{X}3$: Motivation

Y : Employee performance

5. Discussion

Recruitment is the process of finding and persuading potential candidates to apply for open positions in Indonesia. company. To identify the sources of labor to be extracted is to engage in "seeking." Determine the withdrawal method by "influencing," such as through mass media advertising and/or through current personnel. It is described as a procedure to find potential individuals who have the skills in line with the requirements and needs of an organization/company.

Previous studies on the relationship between the hiring process and employee performance [32] found that the hiring process has a favorable and significant impact on employee performance.

Training is part of education that incorporates the learning process to acquire and enhance skills outside the appropriate school system, in a relatively short amount of time with approaches that prioritize training rather than theory. Employee skill and knowledge enhancement is greatly helped by training. Training is a learning process that incorporates the acquisition of knowledge in order to enhance employee performance.

Previous studies on the impact of training on worker performance were undertaken by Anggereni [33] and Safitri [34], and they found that training had a favorable and significant impact on worker performance. Motivation is a process that demonstrates an individual's intensity, direction, and persistence of efforts toward obtaining goals [35]. Daft [36] defines motivation as a force that originates from both within and without a person and inspires zeal and perseverance to accomplish a goal. The ability to direct one's force and potential to wish to work productively and actively in line with the duties and obligations to achieve something wanted can be summarized as the process of motivating humans to fulfill their diverse wants.

According to earlier studies on the impact of training on employee performance [37-39], work motivation has a favorable and significant impact on employee performance.

This research is still in the form of a study proposal, so further research needs to be done by distributing questionnaires and processing data.

6. Conclusion

From the submitted proposals it can be concluded as follows:

1. There is an effect of recruitment on employee performance

2. There is an effect of training on employee performance

3. There is an influence of motivation on employee performance

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