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THE EFFECT OF RECRUITMENT, TRAINING, AND MOTIVATION ON EMPLOYEE PERFORMANCE AT CV. BAKTI PRATAMA CHARCOAL BRIQUETTE INDUSTRY

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ABSTRACT

This research aims to analyze the effect of recruitment, training, and motivation on employee performance, both partially and simultaneously, at CV. Bakti Pratama Charcoal Briquette Industry, a small and medium-scale enterprise in the charcoal briquette industry in Ungaran City, Central Java. The background of the research is the increase in the number of employees leaving the company and the decline in employee productivity in recent years. The research employed a quantitative approach with a census sampling technique, selecting all 45 employees as respondents. Data were collected using a questionnaire with a 5-point Likert scale, which was validated for reliability and validity. Data analysis was conducted using multiple linear regression analysis. The results revealed that simultaneously, recruitment, training, and motivation have a positive and significant effect on employee performance, contributing 78.6%. Partially, training and motivation have a positive and significant effect on employee performance. Motivation was found to be the most dominant factor influencing employee performance. On the other hand, recruitment had no significant partial effect. This proves that although recruitment provides a foundation for a company, long-term employee performance depends more on investment in training and motivation.

1. INTRODUCTION

Human resource management (HRM) is an essential part of an organization that plays a crucial role in determining its success in attaining long-term goals. HR is not only considered an executor of organizational activities but is also considered an asset that enhances innovation, efficiency, and organizational competitiveness in response to the dynamic nature of the changing business environment [1]. The role of HRM is considered more crucial when taking into consideration the significance of small and

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medium industries (SMIs) to the national economy, which includes job creation and gross domestic product [2].

CV. Bakti Pratama is an SMI company that produces charcoal briquettes and is located in Ungaran, Semarang Regency, Central Java. It is facing challenges regarding its workforce management. According to internal data, the employee turnover rate increased from 8% in 2021 to 20% in 2024. Moreover, performance appraisals indicate declining work productivity, shown by a productivity index that fell from 100 (2021) to 80 (2024). This condition may point to potential problems in HRM practices, such as ineffective recruitment, training, and work motivation [3], [4].

Previous literature shows that these three variables are crucial to performance. Dessler [1] states that effective recruitment must be carried out with clear criteria and an objective selection process. Selective recruitment was found by Hidayat and Rahmawati [3] to improve work quality and reduce turnover. However, a study by Ardhiansyah [5] in the charcoal briquette industry found that HRM weaknesses were not due to the recruitment process, but due to a lack of training and motivation. On the other hand, Robbins and Judge [6] and Becker [7], through Human Capital Theory, show that training is an investment that yields returns in the form of productivity. Herzberg [8] and Vroom [9], with motivation theories, show that work spirit is generated by intrinsic and extrinsic factors.

Although numerous studies have examined the impact of recruitment, training, and motivation on performance, a research gap remains, especially regarding SMIs in the charcoal briquette industry, which is characterized by employees with secondary education and fieldwork. This study offers two key novelties that distinguish it from prior works such as Setiono and Wijaya [2] and Ardhiansyah [5]. First, the research context is unique: the charcoal briquette industry is a labor-intensive, manually-driven sector where workforce characteristics (predominantly high school-educated field workers) differ substantially from manufacturing or service SMEs studied in prior literature, making it an understudied yet practically important setting. Second, this study adopts a census method covering the entire population of 45 employees, thereby eliminating sampling error and producing findings that fully represent the workforce of CV. Bakti Pratama. Specifically, this research seeks to confirm whether recruitment remains insignificant when training and motivation are controlled, as suggested by Ardhiansyah [5], or whether all three variables significantly affect performance simultaneously, as proposed by Setiono and Wijaya [2].

Considering the phenomenon and research gap, the objectives of this study are to analyze: (1) the effect of recruitment on employee performance, (2) the effect of training on employee performance, (3) the effect of motivation on employee performance, and (4) the simultaneous effect of recruitment, training, and motivation on employee performance at CV. Bakti Pratama.

2. LITERATURE REVIEW

2.1. Recruitment and Employee Performance

The recruitment process is the first step in employee acquisition and is crucial in determining workforce quality. Dessler [1] states that recruitment is "the process of finding, attracting, and selecting applicants for a job depending on the needs of the company." Previous studies have shown that recruitment quality affects employee performance. Hidayat and Rahmawati [3] proved that the recruitment process enhances work quality. Employees who are recruited properly tend to be more efficient because their abilities match job demands. Based on this, the first hypothesis is formulated:
H1: Recruitment has a positive and significant effect on employee performance.

2.2. Training and Employee Performance

Training is important for workforce competence development. According to Robbins and Judge [6], training helps employees understand their roles, develop skills, and adapt to technological changes. Becker [7], based on Human Capital Theory, argues that training is an investment in human resources, yielding productivity and efficiency gains. Similarly, Setiawan and Nurhayati [10] found that training increases productivity and helps employees adapt to change. Therefore, the second hypothesis is:
H2: Training has a positive and significant effect on employee performance.

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2.3. Motivation and Employee Performance

Work motivation affects employee performance. Robbins and Judge [6] divide motivation into intrinsic (recognition, achievement) and extrinsic (salary, incentives, work environment). Herzberg [8] proposed the Two-Factor Theory, where motivator and hygiene factors jointly contribute to work spirit. Vroom [9] proposed Expectancy Theory, where employees are motivated if they expect good performance to be rewarded. Ardhiansyah [5] proved that motivation enhances loyalty and performance. The third hypothesis is:

H3: Motivation has a positive and significant effect on employee performance.

2.4. Simultaneous Effect of Recruitment, Training, and Motivation on Employee Performance

Recruitment, training, and motivation do not function independently but as an integrated HRM system. According to Mangkunegara [4], employee performance is the outcome of the interaction between ability (developed through recruitment and training) and motivation. Setiono and Wijaya [2] found that recruitment, training, and motivation simultaneously have a significant effect on employee performance in manufacturing SMEs. Accordingly, the fourth hypothesis is:

H4: Recruitment, training, and motivation simultaneously have a significant impact on employee performance.

Based on the theoretical review above, the hypotheses of this study are summarized as follows:

H1: Recruitment has a positive and significant effect on employee performance.
H2: Training has a positive and significant effect on employee performance.
H3: Motivation has a positive and significant effect on employee performance.
H4: Recruitment, training, and motivation simultaneously have a significant impact on employee performance.

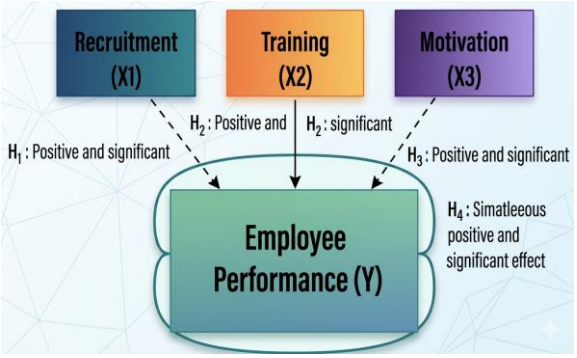


Figure 1. Conceptual Framework

3. METHODS

This research employed a quantitative approach with an explanatory research design to establish causality between variables. The research was conducted at CV. Bakti Pratama, an SMI specializing in charcoal briquettes, located on Jl. Karangjati KM 2.5, Ungaran, Semarang Regency, Central Java, from April to June 2025.

The population consisted of all 45 employees, and a census method was used [11]. Primary data were collected through a closed-ended questionnaire with a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree), consisting of 20 questions (5 per variable). Secondary data were obtained from internal company sources.

a) Recruitment (X_1): The process of discovering and attracting potential employees who meet company requirements [1]. Indicators: transparency of selection criteria (2 items), objectivity of selection process (2 items), recruitment sources (1 item). Total: 5 items.

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b) Training (X_2): A process aimed at enhancing employees' knowledge, skills, and work attitude [6]. Indicators: relevance of training program (2 items), frequency of training (1 item), effectiveness of training (2 items). Total: 5 items.
c) Motivation (X_3): Internal and external factors stimulating employees' morale [12]. Indicators: provision of incentives (2 items), recognition (2 items), conducive environment (1 item). Total: 5 items.
d) Employee Performance (Y): Outcomes of employees' work based on responsibilities [4]. Indicators: work quality (2 items), discipline (2 items), work productivity (1 item). Total: 5 items.

Validity and reliability: All 20 items were valid (r-calculated > r-table = 0.288). Cronbach's Alpha coefficients were: recruitment 0.912, training 0.889, motivation 0.909, performance 0.919 (all > 0.80), indicating high reliability.

Data were analyzed using multiple linear regression with JASP version 0.18.3 at a 95% confidence level. Classical assumption tests (normality, multicollinearity, heteroscedasticity) were conducted

4. RESULT AND DISCUSSION

4.1. Result

The total number of employees as respondents was all 45 employees. The demographic characteristics of the employees revealed that the majority of the employees were male (93.3%), of young age <25 years old (37.8%), had a high school level of education (86.7%), and had work experience >6 years (35.6%).

Table 1. Descriptive Statistics of Research Variables

Variables	Mean	Std. Deviation	Category
Recruitment ($X_{1)}$	4.03	0.67	High
Training ($X_{2)}$	4.40	0.50	Very High
Motivation ($X_{3)}$	4.38	0.60	Very High
Employee Performance (Y)	4.38	0.60	Very High

From Table 1 above, it is clear that all variables were rated as high to very high based on employee perceptions. Training was rated as the highest (4.40), followed closely by motivation/performance (4.38), and then recruitment (4.03).

Instrument and Classical Assumption Tests

During validity testing, it was clear that all 20 statement variables were valid since their calculated r-values were higher than their r-table value (0.288). During reliability testing, it was clear that all variables were reliable since The values of Cronbach's Alpha coefficient for all variables (>0.80) – recruitment 0.912, training 0.889, motivation 0.909, performance 0.919 – indicate a reliable instrument. The normality test revealed a significance of 0.678 > 0.05 for the normality of the residual data. The result of the multicollinearity test revealed that all Tolerance values are above 0.70 and VIF values are below 1.40. The result of the heteroscedasticity test revealed that all values are above 0.05.

Multiple Linear Regression Analysis

Table 2. Multiple Linear Regression Results

Variable	Coefficient (B)	Std. Error	Beta (β)	t-count	Sig.
(Constant)	0.234	0.327		0.716	0.478
Recruitment (X_1)	0.102	0.097	0.114	1.056	0.289
Training (X_2)	0.213	0.096	0.238	2.213	0.033
Motivation (X_3)	0.587	0.101	0.623	5.791	0.000

F-count = 112.719 (Sig. 0.000)
Adjusted R^2 = 0.786
Source: Primary data processed, 2025

From Table 2 above, it is clear that the regression equation is Y = 0.234

Hypothesis Testing
Simultaneous Test (F-test): Since the F-count was 112.719, which had a significance of 0.000 < 0.05, H_4 was accepted. This indicates that recruitment, training, and motivation simultaneously have an impact on employee performance.

Partial Test (t-test):
a. Recruitment had a significance of 0.298, which is > 0.05. Therefore, H_1 was rejected, indicating that recruitment has no partial impact on performance.
b. Training had a significance of 0.033, which is < 0.05. Therefore, H_2 was accepted, indicating that training has a positive impact on performance.
c. Motivation had a significance of 0.000, which is < 0.05. Therefore, H_3 was accepted, indicating that motivation has a positive impact on performance.

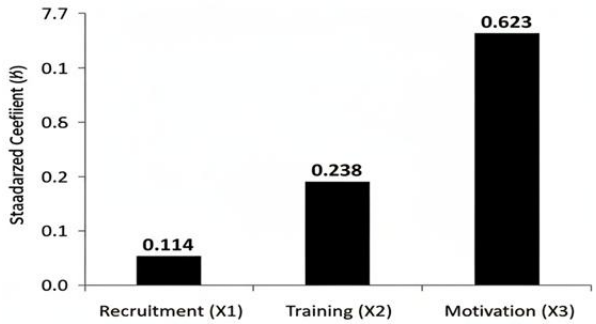


Figure 2. Standardized Regression Coefficients (Beta)

4.2. Discussion

4.2.1. The Effect of Recruitment on Employee Performance

The finding that recruitment has no significant partial effect (H1 rejected) suggests that although employees perceive the recruitment process as high, its contribution to performance becomes insignificant when training and motivation are controlled. This phenomenon is scientifically referred to as a suppressed effect. Recruitment serves as the entry gate for HR quality, but once employees are hired, their performance is moderated by training and motivation. Even well-recruited employees will underperform if not trained or motivated. This supports Ardhiansyah [5], who found that HRM weaknesses in the charcoal briquette industry are more related to post-recruitment factors. For CV. Bakti Pratama, this finding carries important practical implications: management should not abandon the recruitment process, as it still provides the foundational HR quality necessary for the organization. However, given that its partial effect becomes insignificant when training and motivation are present, the company should redirect a greater proportion of its HRM budget and managerial attention toward post-recruitment interventions. Specifically, investing in structured on-the-job training for production processes and building a motivating work environment will yield significantly stronger returns on performance than refining recruitment criteria alone.

4.2.2. The Effect of Training on Employee Performance

Training has a positive and significant effect (H2 accepted). This supports Human Capital Theory [7], where training is an investment yielding productivity returns. Job-relevant training improves skills, knowledge, and adaptability to technological changes in briquette production. This finding aligns with Setiawan and Nurhayati [10] and Robbins and Judge [6]. For field workers at CV. Bakti Pratama, training is essential for operating production equipment effectively.

4.2.3. The Effect of Motivation on Employee Performance

Motivation has a positive, highly significant, and dominant effect (H3 accepted). This strongly supports Herzberg's Two-Factor Theory [8], where intrinsic motivators (recognition, achievement) and extrinsic hygiene factors (incentives, working conditions) jointly influence morale. Vroom's Expectancy Theory [9] also applies: employees believe hard work leads to good performance, which is rewarded with valued

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incentives or recognition. Ardhiansyah [5] similarly found that motivation enhances loyalty and performance. The dominant role of motivation is particularly understandable given the workforce profile at CV. Bakti Pratama: 86.7% of employees hold only a high school diploma and perform physically demanding fieldwork. For such workers, Herzberg's hygiene factors fair wages, safe working conditions, and job security serve as a foundation, while motivator factors such as supervisor recognition and a sense of achievement are the primary drivers of sustained high performance. This implies that management can achieve the greatest performance gains by consistently applying non-material recognition (e.g., direct verbal acknowledgment, employee of the month programs) alongside transparent incentive structures, rather than focusing solely on monetary compensation**.**

4.2.4. Simultaneous Effect of Recruitment, Training, and Motivation on Employee Performance

All three variables simultaneously influence performance (H4 accepted), contributing 78.6%, a very strong effect in social sciences. This supports the integrated HRM model: recruitment supplies basic quality labor input, training improves specific skills for the charcoal briquette industry, and motivation sustains morale and loyalty. The relative influence (motivation > training > recruitment) suggests that companies should prioritize investment in motivation and training over recruitment. This result aligns with Setiono and Wijaya [2] in manufacturing SMEs, indicating generalizability in labor-intensive SMIs. In terms of managerial implications, these findings provide clear and actionable directions for CV. Bakti Pratama. First, management should establish a structured, periodic motivational program that combines fair financial incentives with non-financial recognition (e.g., performance-based bonuses, public acknowledgment of top performers). Second, training programs must be designed to be operationally relevant focusing on production techniques specific to charcoal briquette manufacturing and conducted at a frequency sufficient to build and maintain employee competency. Third, while recruitment should not be neglected as the entry point for HR quality, it should not be the primary focus of HRM investment given its non-significant partial effect in this context.

5. CONCLUSIONS AND SUGGESTIONS

From the analysis and discussion of the findings, it is evident that the following conclusions can be made: 1) Recruitment does not have any partial effect on employee performance at CV. Bakti Pratama. It is evident that recruitment is considered an initial foundation that might be outweighed by other factors when employees are already part of the organization. 2) Training has a positive and significant effect on employee performance. Training programs that are pertinent to job demands were found to enhance employees' competency, knowledge, and flexibility. 3) Motivation has a positive and highly significant effect on employee performance and is considered the most dominant variable that influences employees' work spirit, discipline, and productivity. 3) Recruitment, training, and motivation simultaneously have a significant effect on employee performance, which is equivalent to 78.6%. It is evident that the three variables are part of an integrated and complementary HRM system with motivation being the main driver.

Suggestions for the Company (Operational)

Based on the findings, CV. Bakti Pratama is advised to: (1) strengthen its motivation system through transparent and fair incentive structures combined with consistent non-material recognition such as direct supervisor acknowledgment and employee appreciation programs; (2) improve the effectiveness of training programs by ensuring they are directly relevant to production tasks in the charcoal briquette process; and (3) continuously evaluate the recruitment process to maintain foundational HR quality, while redirecting a greater proportion of the HRM budget toward post-recruitment interventions (training and motivation), as these have been shown to have a stronger direct impact on employee performance.

Suggestions for Future Researchers (Academic)

Future researchers are encouraged to: (1) include additional variables such as leadership style, organizational culture, and job satisfaction to build a more comprehensive model of employee performance in SMIs; (2) employ a qualitative approach using in-depth interviews to explore why recruitment does not have a significant partial effect in this context such an approach would uncover the lived experiences and perceptions of workers in the charcoal briquette industry that quantitative data alone cannot capture; and (3) conduct comparative research across SMIs in different labor-intensive sectors (e.g., food processing, handicrafts) to test the generalizability of these findings and identify sector-specific HRM patterns.

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